GRAINS THEFT PART-TIME PRO

THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION VOL. 9 ☐ NO. 8 ☐ SEPTEMBER 1989

RESTAURANTSUSA

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Training with
VIDEO

ASSOCIATION MEETINGS

SEMINARS

Basic Foodservice Courses

Dining Room Management

9/18	San Francisco, CA
9/19	San Diego, CA
9/26	Philadelphia, PA
10/10	Washington, DC
10/11	Charlotte, NC
10/16	Phoenix, AZ
10/18	Los Angeles, CA
11/7	Richmond, VA
11/9	Orlando, FL
12/4	Chicago, IL
12/6	Nashville, TN

Kitchen Management

9/19	Toronto, Ontario, Canada
9/21	Vancouver, BC, Canada
10/2	Pittsburgh, PA
10/3	Cleveland, OH
10/4	Raleigh/Durham, NC
10/16	Phoenix, AZ
10/30	Minneapolis, MN
10/31	Detroit, MI
11/6	Philadelphia, PA
11/7	Atlanta, Ga
11/8	Tampa, FL
11/13	Dallas, TX
11/14	Houston, TX
11/15	Chicago, IL
11/20	Nashville, TN
12/4	Portland, OR
12/6	Seattle, WA

Foodservice Management Courses

Banquet Management

9/26	Chicago, IL
10/10	Boston, MA
10/11	Atlantic City, NJ
10/17	Portland, OR
10/18	Spokane, WA
11/6	San Francisco, CA
11/7	Los Angeles, CA
12/4	Dallas, TX
12/5	Minneapolis, MN

Food Cost Management

9/19	Chicago, IL
10/3	Rochester, NY
10/4	Boston, MA
10/17	Minneapolis, MN
10/18	Milwaukee, WI
10/25	Louisville, KY
10/26	Tampa, FL
11/14	Los Angeles, CA
11/15	San Francisco, CA
11/28	Baltimore, MD
11/29	Pittsburgh, PA

Fighting the Labor Crisis

9/25	Baltimore, MD
9/26	Minneapolis, MN
9/27	Cincinnati, OH
9/27	Denver, CO
10/23	San Diego, CA
10/24	San Francisco, CA
10/25	Los Angeles, CA
10/25	Chicago, IL
11/1	Detroit, MI
12/5	Louisville, KY
12/5	Portland, OR
12/7	Seattle, WA

Healthy Profits Through Nutrition

9/18	Chicago, IL

Promoting Your Restaurant

10/3	Chicago, IL

Off-Premises Catering

9/25-26	Long Beach, CA
10/9-10	Baltimore, MD
10/16-17	Pittsburgh, PA
11/6-7	Denver, CO
11/28-29	Chicago, IL
12/4-5	Orlando, FL

Profitability

9/18	Louisville, KY
9/19	Charlotte, NC
10/16	Orlando, FL
10/17	Atlanta, GA
11/13	Portland, OR
11/14	Seattle, WA
12/4	Denver, CO
12/5	Phoenix, AZ

Successful Buffet Management

10/2	Washington, DC
10/23	Charlotte, NC
11/13	Detroit, MI
11/14	Chicago, IL
12/4	Richmond, VA

Stop Theft

11/6	Chicago, IL

Take Out Delivers Profits

10/23	Chicago, IL

Note: *All Chicago seminars are held in The Educational Foundation's Conference Center at 250 S. Wacker Drive.*

For information, contact:
Educational Foundation of the
National Restaurant Association
250 South Wacker Drive
Chicago, IL 60606
(312) 715-1010 or 1-800-522-7578

If your company is interested in our in-house programs, call or write to the attention of Jeff Harrison at the above address.

EXECUTIVE STUDY GROUP SERIES

Financial Officers

10/4–6	Lake Tahoe, NV

Foodservice Purchasing Managers

10/4	Dallas, TX

Internal Auditors

9/19–22	Lake Tahoe, NV

Labor Relations

9/21–22	Washington, DC

Management Information Systems

10/17–22	Newport Beach, CA

Marketing Executives

10/18–20	Scottsdale, AZ

Multi-unit Architects, Engineers and Construction Officers (MAECO)

10/2–4	Dallas, TX

Quality Assurance

10/16–18	Las Vegas, NV

Tax Executives

10/4–6	Lake Tahoe, NV

For more information on specific study groups, contact: Philip Kralovec, (312) 853-2525.

The Executive Study Groups present semi-annual professional development programs for executives who would like to meet with their industry peers to share ideas and concerns. Executives in each of the aforementioned disciplines from member foodservice companies are welcome and encouraged to participate.

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RESTAURANTS USA

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PRESIDENT'S REPORT

Harris H. "Bud" Rusitzky, President
Serv-Rite Food Service and Consulting Corporation
Pittsford, New York

Minimum wage still in limbo

As Congress gets back to work after the August recess, it will almost certainly take another look at the minimum wage and other legislative issues that concern our industry. Your association, through its lobbying efforts and with your grassroots support, will continue to fight any legislation that is harmful to our industry.

Legislators are increasingly looking for other ways to help the working poor without passing a minimum-wage increase. Tax credits, primarily through a substantial expansion of the earned income tax credit (EITC), are gaining favor among more and more legislators. But proponents of a higher minimum wage still hope to convince the President to compromise on his position to veto any bill that proposes an hourly wage higher than $4.25 (to be phased in over a three-year period) and a training wage of less than six months' duration. Your association continues to oppose any increase to the minimum wage.

Section 89 update

On August 4 the U.S. Senate joined the U.S. House of Representatives in cutting off all funds to the IRS to enforce Section 89, the controversial law requiring businesses to conduct costly tests on employee-benefits plans to prove there is no discrimination. If Bush signs the new bill in September as expected, the fund cutoff will go into effect October 1. This is a step in the right direction; but your association, in conjunction with other small-business groups, will continue lobbying for repeal of Section 89, which we consider unworkable.

Revised ADA law still has problems

A revised version of the Americans with Disabilities Act (ADA), a sweeping civil-rights bill for the disabled, was unanimously approved by the Senate Labor and Human Resources Committee on August 2, and the bill has been endorsed by the White House. Although the association favors civil rights for the disabled and points with pride to the large numbers of the disabled who are employed in our industry, we are concerned that ADA's vague language and ambiguities could lead to lawsuits.

The association is taking a leading role in a coalition that is demanding technical amendments to clarify or eliminate these problems.

New publications

Two new publications and an updated version of an old standby are now available.

☐ A new 80-page manual, *How to Value Your Restaurant (CS545)*, will tell what you, your accountant and your attorney need to know to protect your most important asset—your business. Don't guess at how much your restaurant is worth—to a potential buyer, to your heirs, to the IRS. The cost of the manual is $21 for members, $45 for nonmembers.*

☐ Just out is the *Restaurant Industry Operations Report—1989 (CS959)*, a look at financial operating data of full and limited-menu tableservice restaurants, fast food operations and cafeterias. Operations are profiled by location, organizational structure, sales volume, years in business and region. This year's report is based on responses from a record number of restaurateurs, and for the first time it includes detailed information on payroll by function. The report sells for $36 to members, $72 to nonmembers.*

☐ The fourth edition of *The Legal Problem Solver*

**When ordering any publications, send a check or money order to the association's publications department in Washington DC, giving title and catalogue number. To order by phone on a credit card, call the association's information services department at 1-800-424-5156 or (202) 331-5900. Both postage and handling are now included in the publication price.*

(MG410), an easy-to-use reference tool, is designed to help restaurateurs understand the laws that are so important to their businesses. It gives the latest information on employment records and posters, magnetic media reporting and equal employment laws. Chapters have been added to cover new federal polygraph and plant-closing laws and Section 89. The revised edition also includes two new state-law supplements as well as updated summaries of state wage-and-hour laws. Members pay $24.95 for the manual; nonmembers, $34.95.*

Finding ways to combat drunk driving

Bill Latham, chairman of the association's Alcohol-Awareness Task Force, and former Task Force chairman Michael Grisanti met last month with the elected leaders of Mothers Against Drunk Driving (MADD). In frank discussions, it was acknowledged that the two organizations differ significantly on appropriate ways to combat drunk driving. All agreed, however, that it is important to define common goals and to work together toward achieving them. We will use future meetings to ask for MADD support in finding ways to deal with the use of false IDs by young people in purchasing alcohol.

The communications department has produced a brochure on drunk driving that will be distributed to high school students by the American Driver and Traffic Safety Educational Association. The brochure deals with situations that could lead to people driving while intoxicated or riding with people who are driving drunk, and it gives advice on how to handle these situations. The brochure is yet another sign of our industry's deep concern about drunk-driving fatalities in this country.

Solid-waste symposium to be held in January

It's not too early to make plans to attend the association's solid-waste symposium, to be held at Washington DC's J. W. Marriott Hotel, January 9. Last month I urged you to take an active stance and to assume leadership positions in your communities in regard to this issue, which concerns us all. This symposium will be an opportunity to educate yourself about solid-waste problems and some possible solutions.

Panelists will discuss such topics as solid-waste developments on both state and local levels, disposal alternatives and state-of-the-art and future innovations that will help restaurateurs handle solid waste. There will also be a panel discussion that will feature foodservice operators sharing their own experiences in managing this timely problem. You will be receiving registration forms in the mail, but you can also phone in your registration by calling the association's technical services department at 1-800-424-5156 or (202) 331-5900.

Welcome new members

Let me extend a warm welcome to the 68 new members who joined our association last month. We look forward to working with you. Your participation in the association's programs will strengthen both your own businesses and the industry as a whole.

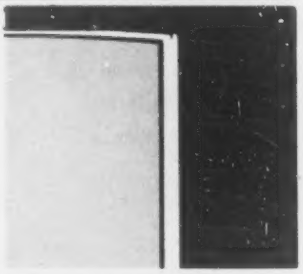
Sincerely,

Bud Rusitzky

Harris H. "Bud" Rusitzky
President and Chairman of the Board

RESTAURANTS USA

COVER STORY: VIDEO TRAINING—GETTING IT ON TAPE



12 If a picture is worth a thousand words, then a video is worth a million to restaurateurs looking for an effective training tool. Operators are using video-training programs to teach their employees everything from knife safety to suggestive selling. The reasons for this video boom? Videos are affordable, easy to use, versatile and, most important, consistent.

SPECIALS

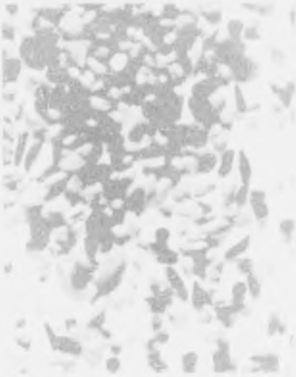
16 Reshaping training programs for retention
Investing time and energy in training programs for employees at every level pays off big in higher efficiency, improved morale and longevity.

18 Part-time professionals—a goldmine of expertise
Owners and managers are often overburdened by the many different hats they must wear, but few can afford to hire full-time professional help to fill all the slots in their operations. The restaurateurs profiled in this story have found an innovative way to lighten their workloads and add valuable expertise—by hiring part-time professionals to accomplish such specialized tasks as bookkeeping.

21 Viewpoint: We need sensible scheduling
An industry consultant claims that fast food restaurants aren't scheduling effectively for their needs and those of their hourly employees.

22 Plan now for a secure retirement
Don't miss these straightforward tips on how to invest for your retirement.

24 Timeless grains
A rich variety of lesser-known grains, such as amaranth and quinoa, are becoming popular because of their healthful and versatile qualities. Recipes show they taste good, too.



26 Employee theft—guess who's leaving with dinner
There is nothing more disheartening than the thought of employees stealing from your restaurant, but it is a fact of the business. This article presents a commonsense, step-by-step approach to controlling employee theft, with sidebars on the importance of management commitment and undercover investigations.

30 Coping with the food fright
The public's confidence in the safety of the food supply is easily shattered, even if the fear is unwarranted. By having a crisis plan in place before a food scare or food-related incident occurs, restaurateurs can defuse the panic and build customer confidence.

Cover photo by Max Hirshfeld, videotapes courtesy of the Dub Centre.

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- ☐ A giveaway to grow by
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- ☐ Chefs go back to school to learn about nutrition
- ☐ New publication gives tips on how to value your operation
- ☐ AAA TourBooks to include restaurant ratings
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- ☐ How sweet it will be
- ☐ Racing to the table

A pizza salute to delivery

***For the people who deliver.* Domino's threw a pizza salute in conjunction with Los Angeles' first official "Delivery Day." More than 300 mail carriers, truck drivers, florists, messengers and other delivery workers gathered in the park at the Los Angeles Memorial Coliseum for a free lunch of Domino's new pan pizza, the first new product introduction in the company's 29-year history.**

New publication tells how to value your operation

How do you determine the value of your business? If you're selling it, it's worth whatever price the parties agree upon; but what about its value for tax or estate purposes? The Internal Revenue Service thinks it knows what your restaurant is worth. But its valuation may not be in your best interests.

A new guide to this question is now available from the National Restaurant Association. It is called "How to Value Your Restaurant." The publication addresses such topics as how valuation is achieved for such applications as estate taxes, mergers, sales, ESOPs and property settlements, among others. Methods of calculating value are given, along with important accounting and legal considerations. A sample valuation is also included. The author, Irving L. Blackman, is an attorney and a certified public accountant and senior partner of Blackman, Kallick and Bartelstein in Chicago, experts in the business of restaurant valuation and tax accounting.

To Your Health Special

Chefs go back to school to learn about nutrition

How do chefs view the challenge of adapting their cooking styles to the nutritional demands of their patrons? "It's like the difference between driving a large car and a small car. It feels strange at first, but you get used to it," explains Roland Henin, CMC, CCE. Henin, corporate chef of Truitt Brothers, Inc., in Salem, Oregon, was one of 10 recipients of the General Foods Nutrition Course Scholarship awarded to expand chefs' nutritional knowledge. General Foods offered the scholarships to culinary professionals who are in positions to effect the food selections of a large number of patrons and who can pass the information on to other culinarians. More than 200 chefs applied.

In the afternoon sessions, chefs in the program had a chance to experiment with the nutrition information they learned from a dietitian in the morning lectures.

The week-long course was held at the newly built General Foods Nutrition Center located at the Culinary Institute of America in Hyde Park, New York. The building houses a kitchen, classroom, restaurant and resource center. The curriculum included such topics as nutritional principles, recipe development, cooking fundamentals and service. On the last day of the program, participants presented a strategic plan to implement nutritional guidelines.

Hartmut Handke, CMC, executive chef of the Greenbrier (White Sulphur Springs, West Virginia) and an attendee, explains that when you use a nutritional cooking style, "you still employ the basic cooking techniques, but you have to think a bit differently and use the imagination more [to find alternatives to traditional high-calorie ingredients and to enhance flavors without salt and sugar]."

"The old days of reducing heavy cream for a sauce are gone. Americans' demands are changing and we're playing catch up,"

FRESH RASPBERRY BAVARIAN TORTE

Makes 12 servings

Ingredients:

½-inch-thick layer sponge cake, 9 inches in diameter
⅔ cup plus 6 Tbs. water
½ cup granulated sugar
½ cup red port
1 Tbs. plain gelatin
⅔ cup part-skim ricotta cheese
6 Tbs. maple syrup
2 tspns. vanilla extract
2 cups pureed and strained fresh raspberries*
3 egg whites
2 Tbs. white wine
1 Tbs. honey
1 tspn. kirschwasser
¼ cup heavy cream
2 Tbs. toasted cake crumbs
1 Tbs. toasted, chopped almonds

Method:

1. Make a simple syrup: Combine 6 Tbs. sugar and ⅔ cup water in a small saucepan. Bring to a boil over high heat, then remove from heat, cover pot and cool to room temperature.

2. Line a 9-inch springform pan with sponge cake. Moisten evenly with ¼ cup of syrup made in step 1. Reserve cake in refrigerator. (*Note:* Remainder of simple syrup may be refrigerated

Copies of "How to Value Your Restaurant" (CS545) may be ordered by sending a check or money order to the National Restaurant Association Publications Department, 1200 Seventeenth St. N.W., Washington DC 20036.

The cost to association members is $21; to nonmembers it is $45. This includes shipping and handling charges. All orders must be prepaid.

If you prefer to order by telephone (credit-card orders only), please call 1-800-424-5156. Visa, MasterCard, American Express and Diners Club are accepted.

A haven for nonsmokers

NO SMOKING
ON PREMISES

***The sign of the times.* Many restaurants throughout the country have had to deal with the issue of smoking over the past few years. But Ron Sweeney didn't need anyone to tell him his diners' senses of taste and smell would be enhanced in smoke-free surroundings. From September 7, 1988, the day he opened Sweeney's Seafood House in Reading, Ohio, Sweeney has banned smoking from his establishment—for employees and customers. "I have not had one problem with people who wanted to smoke," says Sweeney. "As a matter of fact, it's been good for business."**

Enrollment period for association's medical insurance

As the cost of individual major-medical insurance continues to rise, more members are taking a look at the National Restaurant Association Group Major Medical Insurance Plan—a very popular and highly successful membership service.

Now, during a special enrollment period, all members and their key employees under age 65 are eligible to apply for this

---

claims Ronald Koetter, CEC, of Morrison's Custom Management in Birmingham, Alabama.

The interviewed chefs were unanimous in their enthusiasm for the course taught through CIA's Continuing Education Division. "I learned a lot about presentations of healthful cuisine and also how to calculate the nutrient content of a recipe on a computer. I also learned by the example of my classmates," Dennis Gillund, CEC, says enthusiastically. Gillund, an Air Force chef, adds that "nutrition is a hot subject in the military."

The course provided both theory and practice and was taught jointly by a chef and registered dietitian. "I was never bored," says Henin. "The mornings were devoted to lectures by the dietitian; and during the afternoon sessions, we'd get to apply the nutrition theory in the kitchen."

When attendees were asked to outline their plans to pass on the knowledge and skills they had gained, among the ideas they mentioned were weekly meetings to "lighten up" traditional recipes, staff training and closer working relationships with registered dietitians.

Louis Jesowshek, CEC, executive chef at Our Lady of the Lakes Regional Medical Center in Baton Rouge, Louisiana, and chairman of the American Culinary Federation (ACF) National Nutrition Projects Committee (which is designing a nutrition action plan for the federation), says he plans to include a dietitian on the committee. He is also chairman of the 1990 ACF convention, and in this capacity is planning some hands-on nutrition workshops and a category for nutrition in culinary arts salon competitions.

"Adapting nutritional cuisine is not difficult," sums up Gillund. "It's more of a mindset than anything else. It's an expansion or enhancement of the flavors of fresh foods, not a change in flavor. Once you begin experimenting, the ideas just flow."

—*Claire Regan, R.D.*

almost indefinitely for other use.)

3. Combine 6 Tbs. water with port wine and gelatin in a small bowl. Let gelatin absorb liquid for 3 to 4 minutes.

4. Puree yogurt, ricotta cheese, maple syrup and vanilla in blender or food processor until smooth.

5. Heat 1½ cups of raspberry puree in a small saucepan over low heat just to a simmer, or microwave for 1 minute. Add gelatin mixture to heated raspberry puree, stirring until all gelatin crystals dissolve.

6. Combine gelatin and raspberry mixture with pureed yogurt/ricotta mixture. Blend thoroughly.

7. Refrigerate for 1 to 1½ hours or until mixture mounds when dropped from a spoon. Stir occasionally as mixture chills.

8. Beat egg whites to medium peak. Add 2 Tbs. sugar and continue to beat to stiff peaks.

9. Fold egg whites into raspberry mixture and pour into lined springform pan.

10. Refrigerate at least 3 hours or until firm.

11. Combine remaining raspberry puree with white wine, honey and kirschwasser to make raspberry sauce.

12. Whip heavy cream to stiff peaks.

13. Unmold Bavarian torte. Spread whipped cream in even layer on sides of torte. Press cake crumbs and almonds on sides. Refrigerate until ready to serve.

14. Slice and place on chilled dessert plates. Pool a small amount of raspberry sauce on plates. Serve. Garnish with fresh raspberries, if desired.

Nutritional analysis:

Calories	165
Protein	4.9 gm.
Fat	4.3 gm.
Carbohydrates	26.2 gm.
Sodium	65 mg.
Cholesterol	40 mg.

**To vary the flavor, substitute strawberries, pumpkin, blackberries or blueberries.*

—*St. Andrew's Cafe, Culinary Institute of America, 1989* comprehensive insurance plan. Coverage may also be included for spouses and unmarried dependent children up to 23 years of age.

From the onset of this plan, many members have found it to be a practical replacement for hard-to-find, reasonably priced policies purchased individually.

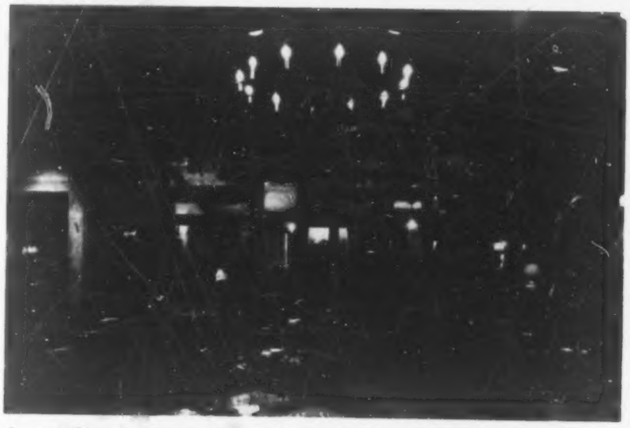
Applicants choose their own annual deductible—$300, $500 or $1,000. This choice allows members to decide how much they can afford to pay on their own before the insurance takes over. Of course, the higher the deductible selected, the lower the insured's premium. Once the deductible is met, the plan pays 80 percent of covered expenses. After the insured has paid $1,000 in covered out-of-pocket expenses (plus the deductible), the plan pays 100 percent for the rest of the year—up to $1 million.

Some of the many hospital and medical expenses included are hospital room and board charges, physicians' and surgeons' fees, specialized equipment use, prescription drugs, anesthesia, professional nursing care and skilled nursing-home care.

Premiums are conveniently billed quarterly.

For further details, contact the insurance administrator Albert H. Wohlers & Co., National Restaurant Association Group Insurance Plans, 1440 N. Northwest Highway, Park Ridge, Illinois 60068-1400. Or call 1-800-323-2106. Illinois residents call (312) 803-3100 (area code changes to 708 after November 11, 1989).

An Italian country home in a mall



***A startling juxtaposition.* At most shopping malls, restaurants serve as a stopping place for shoppers to rest and grab a quick meal during a busy day. Often the setting is sleek, and sometimes it is stark. However, at Tucci Benucch, one of the latest collaborations of the architectural firm Aumiller-Youngquist P.C. and Lettuce Entertain You Enterprises in Chicago, the atmosphere is quaint and familial. The 4,000-square-foot restaurant (equally divided between the kitchen and dining areas) has been patterned after an Italian country home, with dining areas resembling a living room, dining room, kitchen, sunroom and patio. Family portraits, handmade pottery, hanging laundry and an old red-brick oven add to the charm.**

AAA TourBooks rate restaurants

Get ready for a new group of critics. The American Automobile Association (AAA) has officially launched its diamond-rating system for restaurants this summer. By next year, the association, which represents 30 million members, plans to rate more than 6,700 dining establishments in the United States, Canada, Mexico and the Caribbean.

The ratings—ranging from one to five diamonds—will appear with the 19,600 rankings of accommodations in 24 of AAA's 25 TourBooks. Restaurant ratings for the California-Nevada TourBook and the Arizona portion of the Arizona–New Mexico guide will appear in 1991.

AAA began testing its restaurant-rating system in 1985 and has gradually phased in the program, with 3,000 restaurant ratings included in 11 regional TourBooks in 1989.

More than 50 percent of the establishments visited to date have received a two-diamond rating, 20 percent were given one diamond, 3 percent were awarded four diamonds and two-tenths of

Feature updates

☐ **Fax:** The "50-minute fax lunch" has been introduced by the Westin Hotel in Edmonton, Canada. The new lunch-reservation system offers to fax menus on Monday of each week and promises a table for the customer-designated time if the order is sent in by 10:30 a.m. on the day of the reservation. Once the customer has been seated, the restaurant guarantees the meal can be finished in 50 minutes—or lunch is on the house.

☐ **Recycling.** In Irwin, Pennsylvania, Herman Skatell switched from glass bottles to aluminum cans at The Brewery and The Sandwich Factory so he could raise charity money for child burn victims. Now when customers come in for a beer or soft drink, they get it in a can, on draught or from the fountain. He collects up to 10,000 pounds of cans a year in the locked yellow dumpster behind his operations, then sells them to Alcoa Recycling, and nets $4,000 to $6,000 annually for the local Aluminum Cans for Burned Children (ACBC) fund.

"Customers want bottles a lot, but we tell them we recycle the cans for charity," said Skatell, "and then they don't mind."

☐ **Mentors:** The fifth annual City-Meals on Wheels tribute to James Beard celebrated culinary mentors. Wolfgang Puck, for example, claims he was "merely a technician" until he began working at L'Ousteau de Banmaniere beside Raymond Thuilier, the mentor who unleashed Puck's own "passion and creativity." Most other mentors came from the United States, including Calvin Trillin, Julia Child, Albert Kumin and Joe Baum.

Chef Larry Forgione of An American Place (New York) cites the father of American cooking, James Beard, as his mentor. "He is the inspiration behind the inspiration for all of us who have found or created a unique American style all our own."

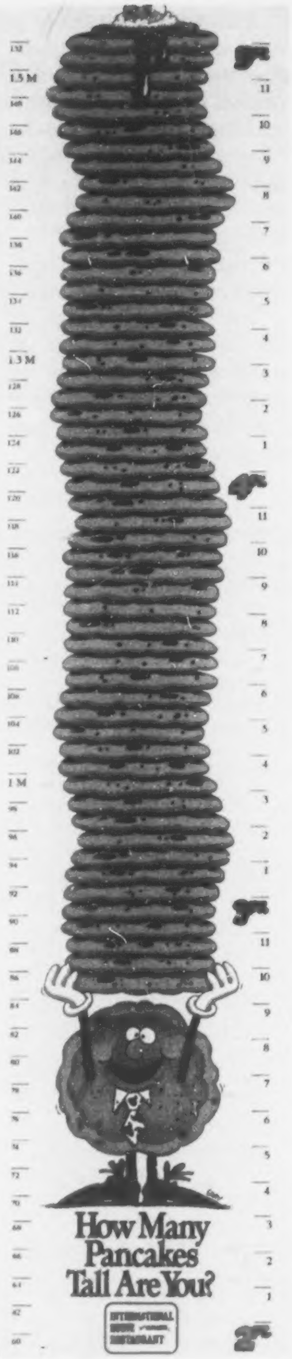
1 percent were honored with five diamonds. There are only 12 restaurants in the United States and Canada that have been singled out for their "unforgettable" five-diamond dining experience.

Thomas J. Kelly, an associate professor at Cornell University's School of Hotel Management, helped AAA develop its restaurant rating criteria, which include a comprehensive checklist filled out after an unannounced site inspection and evaluation.

AAA employs a full-time professional evaluation staff of 60 field representatives between the ages of 25 and 60, who each receive at least 400 hours of comprehensive training before rating a single restaurant or lodging establishment. In addition, field staff receive 56 hours of training each year. The evaluation staff eats 10 to 12 meals out each week. After evaluating a restaurant, AAA field representatives attempt to meet with the manager to go over problem areas that were recommended for improvement.

"We are committed to working with the restaurant industry to help it improve its service to the traveling public," says John Allerton, AAA executive vice president.

Recommendations for reviews come from AAA members, staff, clubs and the restaurants themselves.


5'
4'
3'
2'
How Many Pancakes Tall Are You?
International House of Pancakes Restaurant

A giveaway to grow by

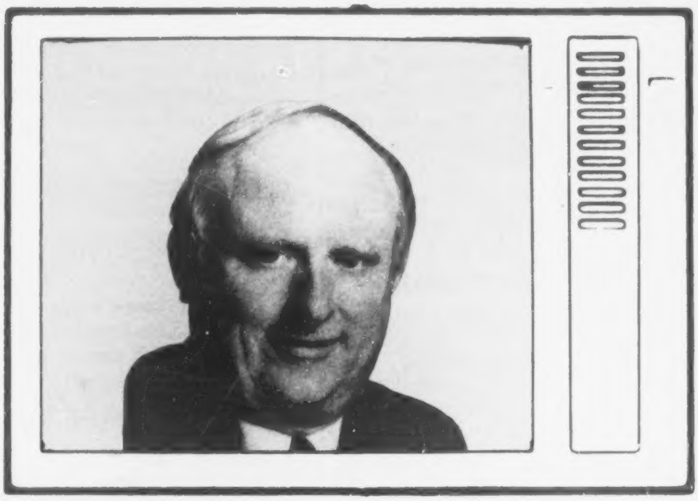
***How many pancakes tall are you?* That's the question the International House of Pancakes has been asking its young customers for nearly a decade. But the measures have changed. The most recent growth chart features pancakes to build product recognition, says Jackie Brown, community involvement coordinator for the North Hollywood, California-based chain.**

Hurst appears on "Larry King Live"

Association Vice President Michael Hurst was a featured guest on the Cable News Network's nationally broadcast program "Larry King Live" on Tuesday evening, August 15. The hotly debated topic was tips versus service charges, with Hurst advocating the traditional system of voluntary tipping and Michael McCarty of Michael's Restaurant in Santa Monica, California, advocating service charges for waitstaff.

During the debate, which included a viewer call-in segment, Hurst said that it is the responsibility of management to motivate employees and that tipping is an important element in that motivational process. He added that an association-sponsored Gallup poll indicated that a majority of consumers prefer the tipping system as it currently stands.

The National Restaurant Association monitors the debate between tipping and service charges, but it does not take a position on the issue.



Rusitzky takes solid-waste message to states

National Restaurant Association President Harris H. "Bud" Rusitzky is taking his message about the industry's role in formulating the nation's solid-waste solution to the states. Last month he addressed the annual meeting of the Pennsylvania Restaurant Association, held in Lancaster, Pennsylvania.

"Solid-waste disposal is an immense and continually growing national problem," Rusitzky told assembled Pennsylvania operators. "Per-capita waste generation has increased over the past three decades, to the point where each American discards more than three-and-a-half pounds of material into the municipal waste stream each day."

Rusitzky added that foodservice, because of its highly visible though proportionately miniscule contribution to the problem, is suffering from negative public perception. "The most productive action we can take in response to our image problem is to assume a leadership role in finding solutions," he said. "Our industry has an easy decision to make: Either we let the problem, the activists and the government control us—or we take an active role ourselves as part of the solution."

Rusitzky called for community development of comprehensive waste-disposal plans, consisting of five methods of solid-waste management—source reduction; recycling; waste-to-energy incineration; landfilling; and education of the public, government representatives and special-interest groups.

"I cannot state strongly enough how positive it would be for our industry's image if restaurateurs were to take a leadership role in the education process," Rusitzky said. "It is good business to position ourselves as part of the solution rather than as part of the problem. By taking voluntary steps to reduce waste and to recycle, we may avoid skyrocketing disposal costs and future restrictive legislation. Just as importantly, however, our communities will feel better about our establishments when they see we are responsibly taking action for the future."

Funds cut off for Section 89 enforcement

Heartened by votes by both the House and Senate to cut off all money to the Internal Revenue Service (IRS) to enforce Section 89 nondiscrimination rules for the next fiscal year, the National Restaurant Association and other business groups are now lobbying Congress to repeal the employee-benefits law.

Although measures to reform and simplify Section 89 have already been passed by the full Senate and the House Ways and Means Committee, businesspeople across the country are now insisting that reform does not go far enough to lighten the burdens imposed by the law.

The recent House and Senate votes in favor of the funding ban encourage repeal proponents to think that an outright repeal may be possible.

The Republican members of Congress who are spearheading the repeal movement say that soon they will push for a vote on repeal.

The funding ban, which must be signed by President Bush before it becomes law, would take effect October 1, 1989—the day employers are scheduled to begin complying with Section 89.

The employee-benefits law requires employers to run a series of complex tests to see whether all em-

DC ROUNDUP

☐ **Minimum-wage bill clears Senate labor committee with almost no debate.** In a remarkably brief session on August 2, Sen. Ted Kennedy's (D-MA) Labor and Human Resources Committee rubber-stamped a minimum-wage bill that would hike the wage to $4.55 by 1992 and establish a limited 60-day training wage for first-time jobholders—the exact proposal President Bush vetoed in June.

The Democrat-heavy panel engaged in almost no discussion before passing S. 1182. Although Kennedy invited the President to work with Congress to pass a wage increase this year, Bush is apparently still holding firm to his promise to veto any legislation that would move the wage to more than $4.25 in three years.

On the House side, Democrats are holding back on introducing another minimum-wage bill, until they see whether negotiations between Congress and the White House bear any fruit.

☐ **"Sweatshops" bill released.** Reacting to a June 1989 study claiming that "sweatshops"—employers who violate multiple labor and safety laws—are a problem in the New York City restaurant and garment manufacturing industries, Rep. Charles Schumer (D-NY) introduced a bill on August 3 to sharply increase penalties against employers who violate minimum-wage, overtime and child-labor laws.

Department of Labor (DOL) inspectors are now unable to assess civil fines against violators. Schumer's bill (H.R. 3125) would allow DOL to levy fines of up to $10,000 per infraction against employers who repeatedly violate wage and hours laws. For the first time, employers with inadequate payroll and safety records could face $10,000 fines. Schumer's bill would also allow employees to sue employers for triple damages, not simply for recovery of back wages owed.

☐ **Sweeping civil-rights bill for disabled vaults first hurdle.** On August 2, the Senate Labor and Human Resources Committee unanimously approved S. 933, a bill granting disabled employees sweeping new remedies to protect them from job discrimination and requiring certain "public accommodations" to meet accessibility standards. Newly constructed or modified restaurants are covered by the bill.

Although the National Restaurant Association supports the intent of the legislation, foodservice lobbyists are wary of S. 933's employment provisions. The vague language of these provisions could open up employers to expensive lawsuits and force them to make costly equipment modifications.

The association is now alerting the White House to ambiguities and inconsistencies in the "Americans with Disabilities Act" and is lobbying Congress to make changes before the bill proceeds further.

☐ **FDA calls for advice on fast-food labeling.** Reopening an issue the foodservice industry has campaigned against for years, the U.S. Food and Drug Administration (FDA) is asking for public comments on whether restaurant chains should be forced to label the ingredients in their packaged foods.

ployees receive an equal share of benefits.

The funding ban would prohibit the IRS from conducting audits, assessing penalties or developing any binding regulations in connection with Section 89. The ban "will . . . eliminate the ability of the Internal Revenue Service to enforce what nearly every member of Congress knows to be an overly confusing and counterproductive provision of the tax code," said Sen. Dennis DeConcini (D-AZ).

The National Restaurant Association will respond, arguing that mandatory ingredient labeling is impractical, unenforceable, costly and unnecessary, especially since the foodservice industry voluntarily answers customers' requests for information.

FDA is reopening the issue as part of a comprehensive review of all food-labeling laws, one of the agency's priorities for the coming year.

☐ **TJTC extension likely.** Members of the powerful House Ways and Means Committee agreed last month to extend the Targeted Jobs Tax Credit (TJTC), the tax break for employers who hire disadvantaged workers, for another two years. The credit is due to expire at the end of 1989.

The committee also voted to expand the definition of "disadvantaged youth" to include workers between the ages of 16 and 24. For the past year, the upper age limit has been 22.

The National Restaurant Association is now pressing senators to take similar action.

—Denise Roach

#101

Management ABCs

Many business management consultants and platform speakers use specific techniques to get their points across to their audiences. One technique I use can be described as an "alphabet management" profile, where qualities, traits, values and characteristics are listed by letter of the alphabet to describe the types of ideal people you want in your organization. The flip side is a "malphabet management profile," which you hope describes your competition.

Alphabet Management

Attitude. It all starts here. Get a good one and never let it go.
Brightness. Sparkle—in both mental ability and personality.
Competence. Competence is the name of the game. Go for it!
Decisiveness. Leaders act and don't look back.
Effectiveness. Making an impact means making a difference!
Flexibility. If you can't bend, you'll snap.
Glibness. One who speaks well, sells well. You're always selling.
Honesty. Any deviation from total honesty is dishonesty.
Innovativeness. Create creativity creatively.
Judgment. Call 'em like you see 'em, but be sure you see 'em.
Knowledge. Know the business. Know the industry. Know yourself!
Loyalty. Loyalty runs down as well as up.
Methodicalness. Remember the tortoise and the hare?
Nobility. If it's the right thing to do, do it right.
Objectivity. Think with your mind, not with your heart.
Productivity. Produce productivity productively.
Quality-mindedness. This is the way to define your existence.
Resilience. No matter how hard the hit, you can come back.
Sensitivity. You're part of the world, not the center of it.
Tenacity. Develop determined dedication for the best decisions.
Understanding. Mistakes will be made, but they should not be repeated.
Vision. Seeing goes beyond "mission"; it's organizational self-actualization.
Wisdom. Cultivated intelligence is supported by experience and a sense of what's right.
Xenophilia. Openness to others is the essence of hospitality.
Yeast. The best way to rise is to keep the organization rising.
Zeal. Put your heart into your business and your business into your heart.

Malphabet Management

Arrogant. Life is to serve others, not to humble them.
Belligerent. If you're going to fight, be prepared to lose.
Crude. Vulgarity is the pits, and that's where it belongs.
Deceptive. If you lose your trustworthiness, nothing's left.
Egocentric. You can't fool those who work for you.
Fatuous. No one suffers fools very long.
Garrulous. Don't talk a lot and say nothing.
Hostile. If people grate you, you'll never be great.
Inefficient. Waste hastens—you out.
Jealous. Too bad self-improvement is subordinate to covetousness.
Klutzy. Insensitivity breeds contempt.
Lazy. Remember the hare and the tortoise?
Malevolent. One who is destructive cultivates destructiveness.
Negligent. If you overlook standards, you'll be overrun.
Oppressive. Do you really think you're here to hold back others?
Petty. Pettiness is an anchor on progress.
Quarrelsome. Arguments usually shed more heat than light.
Resentful. Life can be unfair, but everyone gets his/her share of unfairness.
Spiteful. An eye for an eye makes you both half-blind.
Temperamental. Others will brood if you have changing moods.
Uncertain. Indecision reflects insecurity.
Vindictive. Revenge is not becoming; it's debasing.
Wailing. Crying doesn't solve the problem.
Xenophobic. If you don't like people, there's always Mt. Everest.
Yahoo. We can all stand a little more polish and sophistication.
Zany. There is a difference between being "off the plan" and being "off the wall."

Fisher's Law #101: Pay attention to your management ABCs.

Year of the Employee

VIDEO TRAINING

Videos are becoming a leading medium for initiating employees into the foodservice business.

GETTING IT ON TAPE

by Mary Follin

Scene 1, take 2. . . .
Waitress: Hi! (Hands customer the appetizers list.) What can I get you to drink while you look over the appetizers menu?
Customer: I think I'll have an iced tea.
Waitress: Sure! You might want to try our mini-egg rolls. They go great with iced tea.
Customer: That does sound good. Maybe I'll give them a try.

Is this an excerpt from a new movie? Not exactly. The dialogue comes from a medium that is making its niche in the restaurant-training business—videotape.

Why videos?

"Video images are extremely powerful," says Larry Fidel, director of educational programs for The Educational Foundation of the National Restaurant Association. "Critical points can be conveyed in a short period of time. Also, the high quality of most videotapes offers a tremendous advantage for those people who do not have professional trainers on staff."

Linda Nolan, director of human resources at The Westin Hotel, Tabor Center, Denver, credits her company's use of video during a mass hiring five years ago with the hotel's high-quality staff and low turnover rates. "People learn in different ways," Nolan maintains. "Personally, I really need to see something to learn it. If somebody tells me something, it may be hard to visualize exactly what they mean. What we see on videotape are real situations that actually could occur . . . which makes them easier to remember."

Training with video

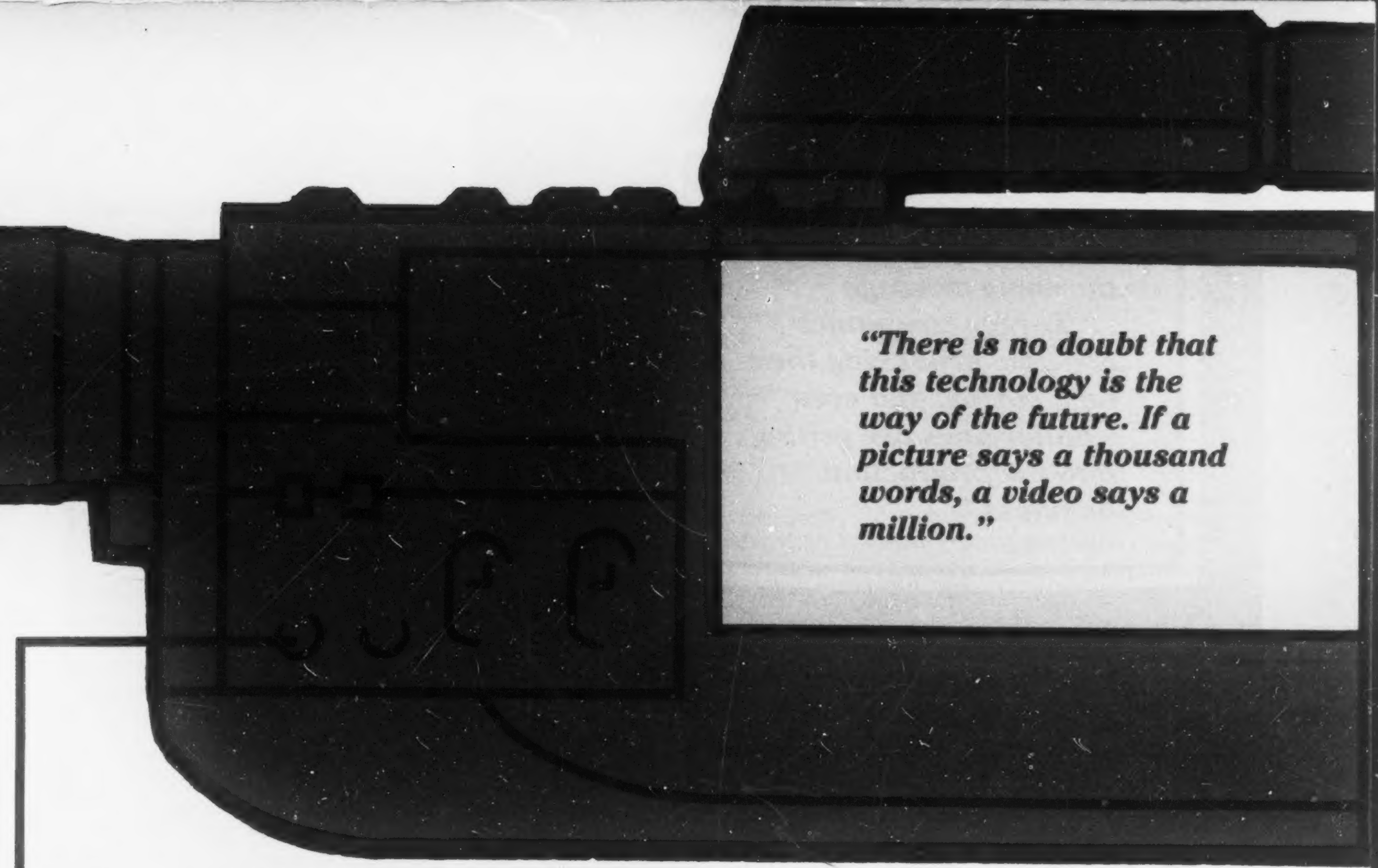
Once hired, most restaurant employees go through a rigorous but brief training sequence. Operators and managers want to help their new employees become productive members of the staff as quickly as possible. Traditionally, this has been accomplished by having new-hires shadow experienced employees. Although effective, this system lacks consistency; and within the short time span of an introduction, new employees miss the opportunity to experience a variety of potential situations.

"Video is quick-hitting and shows each trainee the same message," comments Fidel. "When we first began researching video, the need was there but video was not widely used. It has since gained a good deal of recognition. Larger companies are now producing their own videos, and even smaller ones are getting into the production business."

The association's educational foundation offers a wide variety of training videos for both the front and back of the house (see sidebar). These videos—like many others in the field—are designed not to be a total training program but rather a supplement to the establishment's own training agenda.

Audience participation is crucial

Mary Follin is a freelance writer in Falls Church, Virginia.



"There is no doubt that this technology is the way of the future. If a picture says a thousand words, a video says a million."

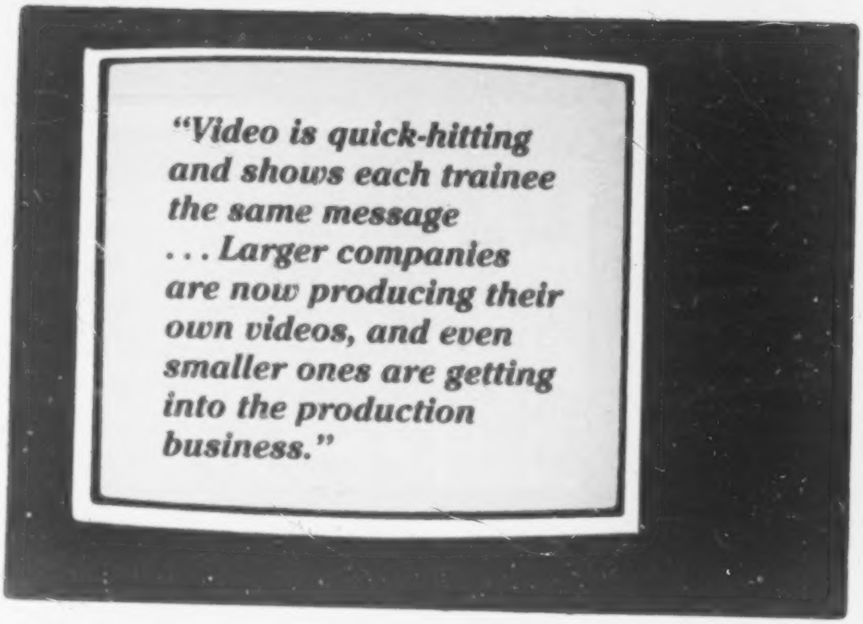
for the success of a video-training program. Sometimes that participation begins before the video is even produced. "More Cash In Your Pocket" is a suggestive-selling video for waiters produced by Penguin Productions in Denver. Penguin Productions was the outgrowth of training videos originally created by a group of independent restaurateurs for their own use. According to Jim Sullivan, president of Penguin Productions, "More Cash In Your Pocket" was designed and produced by waiters, waitresses and bartenders—and speaks directly to them.

"The program has got to be for the end-user, not for managers and supervisors," Sullivan states. "Employees do the acting because professional actors simply don't speak the language. We present information in a lively, quick manner; and we reinforce fundamentals with graphics." Brevity is key, according to Sullivan. He laughs, "The mind will tolerate what the rearend can stand!"

This formula proves to be successful, according to Marty DeRito, training director of Stuart Anderson's Black Angus Restaurants, headquartered in Newport Beach, California. Each Black Angus store has at least one copy of "More Cash In Your Pocket."

"We show it to all newly hired waiters and waitresses," explains DeRito. "It has a good message to deliver, and it is well-produced. As a result of the video training, I see more friendliness in our waiters, and they offer services in a more professional manner. I often notice the waitstaff using techniques suggested in the video."

Technique appears to be what is lacking among most waitstaffs—not ability, says the Professional Waiter School Training Videos of Encino, California. "A great waiter is a standard of service," president Gary Penn



"Video is quick-hitting and shows each trainee the same message . . . Larger companies are now producing their own videos, and even smaller ones are getting into the production business."

explains. "People should then be trained to meet the standard." Penn believes that video is an excellent way to consistently illustrate the standards employees are expected to meet.

That is why the school has produced a series of tapes that deal with such common situations as what to do with six or seven tables at a time, how to respond to a customer who insists he's right even though he's wrong, and the difference between showing a "happy face" to the customer versus bringing problems to the table.

The training video reminds the waiter that the standard in the restaurant is that the customer is always right.

"The tapes have worked wonders," says Marcia Walsh, owner of the Holding Company Restaurant and The Jamestown Hotel in San Francisco. Walsh recently purchased "The Rush" from the Professional Waiter School. "I have walked through the dining room and heard waiters using key suggestions from the tape." Cash receipts have improved, particularly for appetizers, wine and liquor. "What's nice about the tape is that the staff can all sit down and watch it together," she adds. "It is humorous and keeps their attention—much better than the usual staff meeting! I plan to periodically repeat the tapes for the regular staff. We all slip into old niches and need reminders."

Nick Rondoletto, assistant manager at the Holding Company, says he learned a lot from the "The Rush." "The tape reminded me not to panic," says Rondoletto. "It taught me to use my resources. Now I go ahead and sell the appetizers even though I'm busy; I just ask the hostess to bring them to the table."

Not for waitstaff only

Tips for waiting tables appear to be the most common application for video training, because waiters are on the front line and ultimately have a significant effect on revenue. However, there are many tapes available for training employees in other positions as well. There are tapes on motivating managers, choosing wines, storing food and training pastry chefs in upscale restaurants. The variety of tapes is limited only by the specific operational requirements.

Ponderosa Incorporated in Dayton, Ohio, has been using videos for several years for station skills, such as "How to Cook a Steak." In 1987 the company purchased video playback equipment and a complete library of tapes for each unit. The video materials follow the same format as the company's written training manual.

Making your own

Suppose a restaurateur feels his training needs are too specialized to take advantage of off-the-shelf videotapes? How feasible is it to consider producing a tape that meets the needs of one's own establishment?

"Don't be intimidated by the high cost of video," reassures John Zoulas, corporate supervisor of training and development for Westin Hotels and Resorts. Zoulas developed Westin's video-training program. "An independent owner can pick up a camera and player and make a tape for a little over a thousand dollars." Zoulas adds

Videos from The Educational Foundation

The Educational Foundation of the National Restaurant Association currently offers four video-training programs to meet restaurant-training needs. Perfect for busy operators and managers, these tapes reduce planning and development time and can be used to supplement or boost training programs. Each videotape includes a professionally produced videocassette tape, an easy-to-use leader's guide and course materials. The video-training tapes can be purchased separately or at a discounted package price.

☐ **Waitstaff training (4 tapes).** This series covers the essentials of providing good service. Topics include greeting the customer and taking the order, maintaining professional service throughout the meal, perfecting suggestive selling skills and working together as a team.

☐ **Back-of-the-house training (3 tapes).** This series follows the flow of food from the loading dock through preparation and to the customer's table—focusing on each point where bacteria could infect food.

☐ **Wine-training series (3 tapes).** This three-part series focuses on the important aspects of creating or reinforcing a successful wine-sales program. Topics include wine-list development, wine-list goals, merchandising techniques, wine-selling skills and an overview of international wine regions.

☐ **Commodity information series (1 tape).** Co-produced with the United Fresh Fruit and Vegetable Association, the first of this series, "Producing Profits: Buying, Receiving and Storing Fresh Fruits and Vegetables," illustrates how to select high-quality produce. Examples of proper produce delivery check procedures and instructions on how to properly handle and store different varieties are among the topics covered.

that by using one's own restaurant and employees, the video becomes much more realistic. "Don't look for Academy Award performances; just look for people to do their jobs," he advises, "and you'll see how well it works."

Zoulas also suggests combining resources with several noncompeting restaurants that have similar orientations. If all participants are dedicated to customer satisfaction, coming to agreement on standards should be relatively easy to do. A big budget is not a prerequisite for creating an effective video. Larry Fidel recommends that a step-by-step guide be developed to accompany the video so that the trainer can generate discussion and reinforce key points.

Jim Sullivan of Penguin Productions has these preparation suggestions for restaurateurs interested in producing their own tapes:

★*First, write a script.* "Ninety percent of the time should be devoted to the script. Every word should be scripted, read aloud and critiqued by the staff. As effective as videos are, they are expensive to update and revise, so it is important to get it right the first time."

★*Next, storyboard the script.* Draw pictures scene by scene, and match words with pictures. "When it's time to shoot, there should be no questions about where Tim should sit, or should Cindy enter from the left or the right. The lights are hot, and people tire easily," he says.

★*Stop for one week.* At this point, let managers, supervisors, waiters and waitresses assess the validity of the scenarios. A common mistake is to write for the eye instead of the ear; the conversation should sound natural instead of reading like an English composition.

"When it's finally time to shoot—if all of the up-front work has been done properly—everyone will know what to do," says Sullivan.

Another pointer to keep in mind when creating the tape is to keep it as short and entertaining as possible while still relaying the message. "But be careful with humor," he warns, "there are many different senses of humor, and the tape must not be offensive."

For operators who feel less than confident about their video-producing skills, Sullivan suggests contacting a local university to solicit inexpensive—or even free—assistance. "Communications students are often eager to take on video projects," he says.

One company that put Sullivan's advice into practice is Foodservices Management Association (FMA) in Pittsburgh. FMA owns seven restaurants of varying types, and chose a customized route when the generic offerings did not meet its specialized needs. According to Barry LaBounty, manager of sales training, FMA developed a video on knife safety to be viewed by trainees in the front and the back of the house.

"The video makes employees aware of the correct safety procedures and appropriate use for each type of knife," LaBounty explains. "Since using the tape, we have noticed less damage to knives and less need for replacement." The script was written and acted by the organization's executive research chef, and took about four and a half hours to shoot. According to LaBounty, the video worked so well that FMA is now putting together a video to train the waitstaff in each of its stores.

"Video reinforces a lot of points we put across," says Joe DeMartino, FMA vice president. "There is no doubt that this technology is the way of the future. If a picture says a thousand words, a video says a million."❑

Prescreening with video

One relatively new concept implemented by several organizations involves using video scenarios to test the decisionmaking capabilities of potential employees.

John Zoulas, corporate supervisor of training and development for Westin Hotels and Resorts, spearheaded the effort to create prescreening videos to be used by Westin Hotels around the country. Zoulas says that before video, Westin had no single screening process. A job applicant filled out an application, had an initial interview and was hired on the basis of each individual interviewer's standards. With this system, hiring a qualified employee was often a matter of luck.

"We need a hiring edge, especially in guest-contact positions," explains Zoulas. "It was hard to tell if the judgment factor was really there when interviewing an applicant. We felt we needed a more standard test to make this call." So Zoulas explored available options and concluded that video would add both accuracy and consistency to Westin's prescreening process.

Next came the development of the video test. "We initially realized that we could not make a video test for each position," says Zoulas, "but we did discover that guest-contact positions have a lot of commonalities." The company devised a list of what Zoulas termed "guest-relations principles": courtesy to guests, response to guests' needs, guest integrity, good judgment, teamwork and selling services. They then created video scenarios that illustrated all six principles.

"For example, a guest dissatisfied with his meal may be complaining loudly," Zoulas explains. "After viewing the tape, the applicant would be required to answer a multiple-choice question about how to properly handle the situation. By using video, the applicant is able to feel the emotion and tension of a situation more than with paper and pencil." Because the video test closely simulates the environmental situation the applicant will experience on the job, not only can the employer assess the applicant, the applicant can also determine whether or not the job is right for him or her. This helps to reduce turnover due to false expectations.

After a certain number of employees were hired on the basis of test results (in conjunction with other criteria), Westin conducted a validation study. Employees were rated by supervisors on the same skills for which they were tested, and matching results were quite high. "We were able to validate tests for 11 out of 16 positions," contends Zoulas. "We feel quite good about the results. Of course, validation is a never-ending process, because the workforce is constantly changing."

RESHAPING TRAINING PROGRAMS FOR RETENTION

by Kathy Boyle

Whether it is simple review of napkin-folding skills at a weekly crew meeting or a seminar to enhance a manager's motivation-building skills, companies are coming to recognize the link between training and retention. "Ultimately, there is a high correlation between employee training methods and the employee retention rate," notes David C. Miles, director of training and development for Food and Services Management, Marriott Corporation headquartered in Bethesda, Maryland. "When you invest time in your employees, they feel good and recognize the company's commitment to them."

"In general, people like to feel they know how to do what they are being asked to do," adds Miles. "Training gives employees the satisfaction of feeling qualified and adept at what they do. It could just be the assurance of knowing what ingredients are used in cooking a low-cholesterol item. Or it could be training in how to use Lotus 1-2-3. Either way, the payback is usually a happier customer."

Training for service: a new concern

Perhaps nowhere is the need for retraining more important than for service, which has become the benchmark for customer satisfaction. In fact, some operators are designing their own programs to communicate their distinctive styles to employees. "We did a lot of research into other companies' programs, and we looked at packaged programs, but we could not find what we wanted," says Carol Eicher, director of human resources at The Lodge of the Four Seasons, Lake of the Ozarks, Missouri.

With almost 1,000 employees at the Lodge's 2,600 acres, which include a hotel and seven restaurants, Eicher wanted a program that could be adapted to the Lodge's many different types of employees. "We wanted something that would put us at the leading edge of service, would be consistent, yet not false or robotic. We wanted people to have a natural way of greeting guests."

"What we came up with is a program that develops personal responsibility for every minute of a guest's stay or experience. Employees learn how to handle a conversation [with a guest], anticipate the guests' needs and make guests feel comfortable and relaxed," reports Eicher.

The progam consists of eight training modules, each including a skills lesson with practice, role playing, sharing and observation. "We decided to mix groups from various departments and let people develop situations that fit their positions. For example, the gardening staff uses situations that are appropriate to them. In this way, as the groups practice on their co-workers, they benefit from a greater understanding of each other's jobs," says Eicher.

Probably the greatest reason for Eicher's success, however, is top management's commitment to the program. Everyone on the property took the course—every executive, every manager and every hourly em-

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Kathy Boyle is a freelance writer in Rockville, Maryland.

ployee. The idea was that everyone, even those working behind the scenes, had something to learn about service. According to Eicher, her human-resources staff benefited as well. "They learned who their customers were—their fellow employees."

But Eicher is mindful that service is not something you can force anyone to learn. "You have to sell it on the benefit to the individual. An employee must get some benefit, too, either through monetary benefits, such as larger tips, or through personal development. For example, a shy person can come to recognize that he/she can meet new people, use the new skills socially or with co-workers, enjoy less stress and be happier on the job."

New approaches for management training

More and more companies are balancing classroom instruction with on-site training. Ponderosa made the changeover from a training center to a teaching/working training program 18 months ago. Its four-and-a-half-week course, called "Steakhouse Training and Education Program," combines basic restaurant-management skills and specific Ponderosa systems, says Mary B. Connolly, director of organization design and development for Ponderosa Incorporated in Dayton, Ohio.

During the course, the trainee is assigned to one of four training centers. The first six days are in the classroom, the next five days are in a restaurant where the trainee can practice skills. The next eight days are back in class to learn the management side of the business, and the last six days are in the restaurant, managing six complete shifts. "We find that people coming out of this format get up and going faster," says Connolly. "By doing a better job, we find we retain people longer."

At Marriott, new management trainees begin an "individual development program," which is a self-paced course designed to be completed in five to six weeks. The trainees are assigned a coach or mentor on site to work with them if they have questions. Then at the end of the six weeks, formal classroom training begins so the trainees can go over such skills as hiring, coaching, counseling and disciplining workers. In the classroom, they also get an opportunity to learn the company's philosophy and culture.

Even more important for retention efforts, foodservice companies are enhancing training for current managers. "I would estimate we had 50 meetings on possibly 20 different management topics over the last year through our management development program," recalls Connolly of Ponderosa. "These meetings are aimed at specific skills, such as recruitment or scheduling, and they are held within the district level (which may include 30 to 35 restaurants)."

"We try to hold one new major program a year for senior staff, focusing on one management skill," adds Connolly. "We ask in advance, 'What are your development needs?' For these meetings, we involve the field managers and corporate staff. Recently, we held one of these seminars on situational leadership—putting increased focus on development of subordinates."

Similarly, Marriott holds programs for its district managers on topics such as negotiations, communications, financial training, leadership training and human-resources management. "These usually run two or three days each," says Miles. "Often the trainer is the vice president in charge of that area of expertise. Also, we hold a number of other seminars upon request, on an ad hoc basis. For example, we have held meetings on time management, stress management, motivation and team building, as the need is identified."

Working with culinary schools

As another way to retain valuable employees, some companies have designed prestigious cooperative education classes with prominent schools. For example, the Marriott Food and Services Management recently set up two programs for enhanced training in conjunction with the Culinary Institute of America (CIA) in Hyde Park, New York. One program, called "quality contributor program," is designed as a skills-enhancement course for managers and nonexecutive cooking staff. Some 30 students attend the intensive, five-day program held on the school's campus. Because students are recommended for the course, there is a sense of prestige in attending.

For kitchen staff with more experience, Marriott developed an "executive chef" program. This is also a five-day program at CIA, and it, too, is by invitation only. "These people feel good to be one of the participants," says Miles. "They really feel Marriott's commitment to train them."

Teaming up with vendors

Some companies are able to utilize vendors for specialized training. "We are kicking off a brand new program with our vendors," says Miles of Marriott. "We call it 'Catering Expo.' Under the program, we bring together a number of our vendors in a convention-like setting, and we rotate our people through a number of booths where vendors explain different aspects of catering, such as napkin-folding, flower arranging, decorating and ice sculpting. We also plan to have our own booths with trainers to teach managers how to cost out a catering event and how to work with a client."

Keep asking for input

Certainly no training program can be up to date without feedback. A formal needs-assessment survey can unearth training shortcomings. "Recently, we conducted a formal training needs assessment of our unit managers and district managers to let them identify where the high needs in training are and where we should focus our time at headquarters," notes Miles.

At the same time, some companies have identified improved communications with the newly hired employee as a real need. Some companies follow up with newly hired employees, such as through phone calls to their homes to ask them how the job is going and to reassure them that they are important to the company.

As the shortage of available employees grows, restaurateurs realize that it is more important than ever to keep the ones already on the payroll. ❑

Year of the Employee

PART-TIME PROFESSIONALS

A GOLDMINE OF EXPERTISE

At a time when most foodservice operators find themselves scrambling for personnel, some innovative restaurateurs are solving employment problems, boosting sales and running smoother operations by tapping into a goldmine of expertise—part-time professional help.

by Dorothy Dee

Marketing directors. Sales representatives. Personnel managers. Controllers. Financial analysts. These are some of the professional restaurant slots now being filled by part-time professionals. Although there is no single predictor of the number of part-time professional employees working in the United States today, the Bureau of Labor Statistics estimates that there were almost 20 million part-time employees in 1988, roughly 17 percent of the total workforce and 18 percent more than existed in 1980. More than 13 million (68 percent) of these workers were women, and more than half of those women were in the child-bearing and child-raising years of 20 to 44.

Connie Houston, director of membership services for the Association of Part-Time Professionals (APTP)* in McLean, Virginia, says, "I definitely see this as a trend. From the information we have received from the Department of Labor and employers, there will be a growing need for part-time professionals or for more flexible hours [among existing staff], because there will be fewer younger people entering the workforce in the 90s."

There are many benefits

Employers, including restaurateurs, can benefit tremendously by accepting the challenge of restructuring their organizations around a few highly skilled part-time professionals. Salary savings, lower retraining and overtime costs, increased productivity, improved employee morale, lower turnover rates and heightened company image are some of the many benefits of hiring part-time professionals.

Bill Main, co-owner of the 250-seat

Dorothy Dee is a freelance writer in Bethesda, Maryland.

** The Association of Part-Time Professionals represents employers, part-time professionals, consultants and freelancers. In addition to offering leads to part-timers seeking work, the association counsels employers on job sharing, flex time and other alternative work schedules. It also publishes a number of publications on this growing field, including "Employee Benefits for Part-Timers," a 78-page handbook that shows part-time workers, employers and personnel officials how to pro-rate employee benefits for part-timers.*

PERSONNEL
SALES
ACCOU

The Shore Bird Restaurant in Half Moon Bay, California, and a strong proponent of using part-time professionals, says, "Having professional people that stick with you over a number of years enhances the restaurant culture of your organization—the attitude and philosophy that your restaurant portrays to its customers and employees. When you have high-caliber people working for you, you project a much better image."

All businesses may find part-time professionals useful at peak working periods or cyclical crises—times when overtime hours might normally be required—such as when the payroll is disbursed, when financial statements are due and at the end of the fiscal year or accounting period. Others may want to hire a part-time professional to launch or promote a new service. Still others may have the need for ongoing part-time services.

A team of five part-time professionals

In his continental seafood restaurant about 25 miles south of San Francisco, Bill Main has been using part-time professionals for almost seven years. Professional part-timers currently function as the restaurant's assistant director of marketing, director of personnel, assistant controller and financial analyst.

The part-time assistant director of marketing handles special-events banquets and catering and the publication of all promotional pieces. Her hours are tailored to fit the requirements of the project and her schedule, but for the two and a half years she has been on the job, they have usually been four hours each day (often 9 a.m. to 1 p.m. or 11 a.m. to 3 p.m.).

The part-time director of personnel, who has been with the Shore Bird for one year, works 9 a.m. to 3 p.m., five days a week. She maintains all employee records, conducts applicant pre-screenings, checks references, orients new hires and makes sure that the company is fulfilling all legal requirements.

The part-time assistant controller, who has been with the company for six years, handles the preparation of biweekly payroll, financial statements, cash disbursements and the general ledger. She works three eight hour shifts each week.

The part-time financial analyst audits financial statements, performs financial feasibility analyses and controls the budget and cash flow for projects. She normally works 24 to 36 hours a week, usually Monday through Friday from 9 a.m. to 3 p.m. or 8 a.m. to 2 p.m. She has held this position for two years. For the five preceding years she was the company's full-time controller.

Help with music, human resources

Jo Policastro, co-owner of the Maltese Grill, a 225-seat establishment in San Francisco's financial district, has used part-time professionals since the restaurant opened one and a half years ago. In addition to hiring a number of independent contractors for projects like writing newsletters and menu copy, Policastro employs both a music director and a human-resources person on a part-time basis.

The music director, a licensed talent agent/manager, has more than 10 years of experience in the music business. She books musicians for banquets and the restaurant's popular piano bar. She works three full days a week, usually totalling 25 to 30 hours, and has been on the job since the restaurant opened. Because she is also a licensed life-insurance broker, she performs other functions at the restaurant as well, such as administering the company's health plan and processing claims.

When the human-resources position was first filled at the Maltese Grill a year ago, the incumbent agreed to work 10 hours a month, usually in three half-day increments. Today, she typically works two full days a week, managing human resources for the grill's 40 to 50 employees. From time to time she is also called on to assist the general manager and occasionally stands in for Policastro herself.

Independent contractors versus part-time employees

Independent contractors are typically used for assignments that are sporadic or periodic in nature, where daily or weekly contact with an employee does not seem necessary. Some examples include writers who prepare newsletters, designers who produce menus and marketers who promote one specific advertising campaign.

The advantage of using an independent contractor is that the employer is not responsible for any of the costs associated with employment such as withholding of federal, state and city income tax, the withholding of FICA tax or the payment of unemployment and workers'-compensation insurance.

ITING
ANALYST
MARKETING

A neighborhood marketing team

Some operators hire part-time professionals for off-site work. American Restaurant Marketing Group, a consulting firm in West Palm Beach, Florida, advocates the use of part-time marketing representatives to engage in a technique known as neighborhood marketing. These part-time marketing representatives—often housewives with civic leadership experience and some advertising or promotional background—promote the establishment in a designated radius around the restaurant by contacting local businesses, charities and schools and by setting up cross-promotions and fund-raisers. The consulting firm's CEO, Tom Feltenstein, estimates that a neighborhood marketing rep earning $6 to $7 an hour and working 30 hours a week for one to three stores could generate an additional 3 to 5 percent in sales. He conservatively projects that there are 10,000 people doing neighborhood marketing for individual and multiple-unit restaurants across the United States.

What's in it for the restaurant?

☐ ***Highly skilled workers are secured at a much lower cost.*** **Part-time workers typically earn less than their full-time counterparts. While no official measurement exists for part-time professional personnel, the Bureau of Labor Statistics says that for the first quarter of 1989 the median weekly earnings for part-time workers was $108 whereas the median for full-time workers was $397. According to Bill Main, co-owner of the Shore Bird in Half Moon Bay, California, "If you give them (part-time professionals) flex time and job sharing and half of a full-time schedule, you can get the benefit of some highly qualified people."**

Most part-time professionals at the Shore Bird earn between $10 and $15 an hour, depending on their skills and job responsibilities.

☐ ***Valuable employees are retained, resulting in reduced turnover and lower retraining and state unemployment-insurance costs.*** **Employees who can no longer work full time because of family, school or other responsibilities or interests may be willing to work part time. If the positions are challenging and the hours are flexible, part-timers are more likely to stay with the company. According to Main, converting full-timers to part-timers can save a restaurant a bundle in state unemployment insurance. For example, the Shore Bird's state unemployment-insurance rate is consistently below 1 percent, compared to a state industry average for restaurants between 3 and 5 percent. This difference, a savings of $20,000 to $30,000 in state unemployment-insurance costs, has more than paid for the director of personnel's salary.**

☐ ***Increased productivity.*** **Part-time professionals with ample free time for personal responsibilities are more focused employees, because they do not attend to personal matters on the job.**

☐ ***Improved employee morale and lower overtime costs.*** **Part-time professionals lessen the workload for full-time staff, reducing stress and the need for overtime.**

Employee benefits for part-time professionals

Although employers are not yet legally required to offer employees any benefits (the proposed mandated health bill before Congress may change this), employers find that an attractive benefits package is increasingly necessary to lure both part-time and full-time employees. According to APTP's Connie Houston, benefits packages for part-timers are increasingly becoming more individualistic. "As employers begin to recognize the need for flexible work options, they are adjusting their thinking with regard to benefits," she says. "More companies are offering benefits on a prorated basis."

Key factors for success

Although hiring part-timers can prove to be a marriage made in heaven, a successful relationship involves trust, time to grow and flexibility. Employees must be able to juggle their personal schedules when an on-the-job crisis occurs. Similarly, employers must have the flexibility to accept work-schedule changes to suit the demands of an employee's personal life.

From the employer's point of view, control is an equally important element. The employer must clearly specify tasks to be accomplished and have an estimate of the time required to fulfill each task. This requires a job description that is task-specific, such as specifying how many hours it should take to compile the general ledger or take care of payroll.

"If you can position them (part-time professionals) in a job description that they are highly qualified to fulfill and can clearly state your expectation of how much time you want the job to take, you minimize the amount of hours that people are on your clock not producing for you," says the Maltese Grill's Policastro.

But you should allow a specified period of time for the relationship to develop and bear fruit. As Patrick Terhune, president of the American Restaurant Marketing Group, tells his clients considering using neighborhood marketing reps, "This is not the type of program you can accomplish in one or two weeks."

How to find part-time professional help

Your current staff may well prove to be the best resource for part-time professional help. (1) Find out what special skills your employees may have and don't be afraid to test those skills on a trial basis. (2) Ask your exiting employees who can no longer work full time if they are interested in part-time work. (3) Encourage your employees to provide leads. Try putting a note on the bulletin board in the employee lunchroom or include a payroll stuffer soliciting leads for part-time professionals experienced in a certain area and offer a cash incentive to the employee whose lead gets offered the job.

Classified ads in local newspapers can quickly bring a repository of qualified job applicants, as can contacting local colleges and senior-citizens' centers. Students are often eager for work/study situations that can give them on-the-job experience, and highly skilled retirees may welcome the supplementary income and new challenges.

Finally, don't be afraid to ask your business contacts and friends to recommend qualified part-time professionals. ❑

VIEWPOINT

WE NEED SENSIBLE SCHEDULING

by Lewis C. Forrest, Jr.

Part-time help may not be the best solution for your hourly staff needs, argues this consultant.

In recent months, our industry has focused sharply on the shortage of foodservice employees as we come out of the baby-boom era. Operators must practice more effective human-resources management to find and retain better employees. Contrary to popular belief, the most basic ingredient in retaining employees is not wages or benefits. I contend that it is *sensible scheduling.*

I fail to understand why some restaurant employees have to arrive at work at a different time every day. I also fail to understand why so many positions in our business have to be part-time, especially when employees are begging for more hours. Granted, nobody likes to pay overtime rates; but does that mean that employees have to be scheduled for just 20 to 30 hours per week to protect the manager from accidentally picking up some overtime?

My youngest son works for a fast-service restaurant operated by a successful organization that is open every day from 6 a.m. until 10 p.m. He not only is scheduled to go in at a different time almost every day, but he also gets off at different times. Some of his friends have told me that they quit their restaurant jobs because they just could not get enough hours. Meanwhile, the restaurants in question are running ads for more part-time employees. It beats me how this is management of resources.

When I visited the restaurant where my son works, the manager was complaining that he was two people short for that shift. I know that the regular pay in the restaurant is $3.45 per hour and that this manager often schedules employees to come in for only three hours a day. Is it worth getting ready to go to work for $10.35 before taxes? These young workers would probably clear about $8.75. At that rate, it's easy for them to justify not coming in, particularly when they are between 16 and 18 years old and still living at home. The manager had created his own problem and was blaming it on the employees.

That night I suggested to my son that he talk to the manager and offer to work full 8-hour shifts to make scheduling easier. The manager thanked him and said he would see what he could do. When the next schedule was posted, my son was scheduled for 11 a.m. to 5 p.m. on Monday and Tuesday, 2 p.m. to 5 p.m. on Wednesday, off on Thursday, noon to 6 p.m. on Friday, off on Saturday, and from 2 p.m. to 5 p.m. on Sunday, for a total of 24 hours.

There is just no excuse for this approach to scheduling people. The manager has not been trained to schedule for efficiency and effectiveness. He has merely been taught how to fill out and post a form. The only labor cost control at work in this situation is people not showing up for work. Because he covers their shifts, the unit's labor cost is within or below budget. The manager earns his bonus and his employees are looking for somewhere else to work.

I know this restaurant is not atypical. Last week I went to the local state employment office to see what jobs might be available. I was specifically looking for foodservice jobs that promised 40 hours per week or something close to that. There were hundreds of foodservice listings on the microfilm, but almost all of them advertised part-time positions with wages between $3.35 and $3.75. More than half of them specified experience was required. Why would anybody who was hard-working, loyal, dependable and *experienced* take a part-time job with no guarantee of hours for such wages? What is the appeal of these jobs? No wonder we have labor turnover and labor shortage problems in our industry. And I predict that it will get worse—much worse—unless we start practicing sensible scheduling.

We cannot survive the labor market of the 1990s with this approach. The best way to keep an employee happy is to keep him/her busy . . . not overscheduled, but consistently getting a week's work and a week's pay. ❑

Lewis C. Forrest, Jr., Ed.D., is a management consultant in Ayden, North Carolina. He is the author of ***Training for the Hospitality Industry: Techniques to Improve Job Performance.***

PLAN NOW FOR A SECURE RETIREMENT

In order to properly prepare for retirement, you need a plan. You should analyze your current status and future expectations. Ask yourself these questions: What will my expenses be after retirement? What income will I have coming from Social Security, employee benefits and other investments? How much more will I need to save to insure a comfortable retirement?

by Fred J. Shuster

One of life's goals for most people is a comfortable retirement, free from financial worries. But to be able to fully enjoy your golden years, you need to accumulate sufficient funds for retirement.

You will probably need 75 to 80 percent of your annual pre-retirement income to maintain your standard of living once you retire. Social Security and most pension plans combined usually provide less than half that amount. And that situation is expected to worsen in the future.

Many people believe the Social Security system is in serious trouble. The average age of Americans is increasing rapidly. The growth in the over-50 age group has outpaced the growth of the entire population in the past three decades. According to SRI International in Menlo Park, California, the 50-plus age group represented 24 percent of the total population in 1950, compared to 26 percent in 1985 and a projected 28 percent in the year 2000. When the time comes for all the baby-boomers to retire, who will support the overburdened Social Security system?

Faced with these facts, many peo-

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ple may feel insecure about their retirement years. But there's really no need to panic if you're willing to plan and take advantage of tax-deferred and tax-free opportunities. Here are a few ideas you may want to consider.

Start a retirement plan

As a restaurateur, you may own your business and, like any business owner, you have the opportunity to fashion a retirement plan to fit your needs. Start a retirement plan at your business if you don't already have one.

You will be pleasantly surprised to learn that self-employed retirement plans are less costly and less intimidating than you might think. Furthermore, the amount of money you can set aside and allow to grow over the years—tax-deferred—can amount to substantial sums.

What does "tax-deferred" mean? Simply put, you make an agreement with Uncle Sam that he won't tax your earnings as long as you don't access your money. This tax compounding means that compared to a traditional taxable investment, not only does your money make money, but the money you otherwise would have paid out in taxes also continues to make money. Those of you who have IRAs have been enjoying this tax-deferral all along.

To put the importance of tax-deferral into perspective, here's an example: Let's assume that you are in the 28 percent tax bracket and that you make one contribution of $10,000, which earns an average return of 9 percent. Over 10 years, in a taxable savings account, the $10,000 would grow to $18,736 after taxes. In a tax-deferred plan, the same amount would grow to $23,673. The difference—$4,937—is almost half of the original principal.

Over 20 years, the difference is even more dramatic—$35,104 in taxable savings versus $56,044 in the retirement plan. Here, the difference is $20,940—more than double the original principal. Thus, the longer you keep money in the account, the greater the value of tax-deferred compounding. These numbers illustrate only one contribution. Obviously, if you are making annual contributions to your retirement plan, the tax-deferred growth over your working lifetime can be substantial.

All self-employed retirement plans allow for this tax-deferred growth of the money invested in the plan. But which type of plan is best for your business? You should consult a fullservice financial professional about choosing a qualified retirement plan, because these plans come in all shapes and sizes, and determining which plan best suits you requires a thorough review of your business and your objectives.

One of the easiest, cheapest and most flexible retirement plans available for small businesses is the *simplified employee pension* (SEP-IRA). Essentially all you do is establish individual retirement accounts (IRAs) for employees who qualify for the plan, and contribute to those IRAs based on a percentage of the employees' compensation.

A SEP-IRA has many advantages over other plans for small businesses. It requires far less paperwork and reporting, it is inexpensive to administer and it does not require IRS filings. At PaineWebber, for example, SEP-IRAs are charged a one-time set-up fee of $25 and annual maintenance fees of $25 for each employee's IRA. These fees can be debited from each IRA.

Other suggestions for preparing for a secure retirement:

□ **Contribute to your IRA.** Although much has been written about the effects of the Tax Reform Act of 1986 on IRAs, many people don't realize that the IRA is still an excellent retirement-savings vehicle. Anyone who contributes to an IRA, whether deductible or not, will continue to reap the significant benefit of tax-deferred growth of funds. You should still continue to fund your IRA and to take advantage of tax-deferred growth, and you should view your IRA as an important *supplement* to your retirement income.

□ **Explore other investment options.** You should use other tax-deferred and tax-free investments together with, or sometimes in lieu of, an IRA. Some excellent choices for retirement-savings purposes are:

•*Annuities* are insurance contracts that act much like your IRA. Although your money grows tax-deferred, you are subject to IRS penalties if you access your money before age 59½. You get no current tax deduction for an annuity purchase. Unlike an IRA, you are not limited to a $2,000 per year purchase. In fact, most annuities have a minimum requirement of $5,000.

There are two basic types of annuities—fixed and variable. In a fixed annuity, you are absolutely guaranteed a certain rate of interest for a certain period of time. The insurance company takes the risk. A variable annuity, however, returns to you whatever the money makes or loses. You take the market risk. If you make the investment selection in a variable annuity, you can usually change that selection. For younger people with more time until retirement, a conservatively invested variable annuity might make more sense than a fixed annuity. On the risk/reward spectrum, you are likely to do better over time by taking low risk (variable annuity) than no risk (fixed annuity).

•*Municipal bonds* are issued by states and municipalities, and their interest is federally tax-free and, in some cases, also state and locally tax-free. While generally considered safe, some "munis" have lower credit ratings than others, so careful selection is warranted.

Some munis carry municipal-bond insurance, which absolutely guarantees you your interest and principal, even if the issuer defaults. Since these carry no default risk, you will sacrifice some yield. Municipal bonds are popular with investors who are middle-aged and older, who have a high net worth and who desire to minimize their overall tax liability.

Finally, always remember the cardinal rule of investing: diversification! While tax-deferred and tax-free opportunities are appropriate retirement-planning strategies, be sure to also include in your investments some exposure to stocks, bonds and real estate. Hard as we try, no one can predict the future, and you have to be prepared for whatever economic, business or investment climate awaits you. ❑

TIMELESS GRAINS

by Toni Tipton

After centuries as feed for birds and animals, seeds such as quinoa and amaranth are finding an increasingly significant place in a healthier American diet.

The so-called "new grains" are not really new at all; neither is oat bran. But in the American quest for better health, oat bran was delivered from the barnyard to the breakfast table. And, likewise, the new grains may be liberated from the bird cage.

Although vegetarians and health-food enthusiasts long have known of the virtues of whole grains—experimenting with them as a means of achieving an alternative source of complete protein—most others considered them best suited for horse and bird feed.

That may be changing.

Ethnic cuisines have paved the way for widespread interest in whole-grain cookery—familiarizing partakers with couscous, *arborio* rice, polenta and bulgur. And today, as more and more Americans proceed from good taste to good health, a fascination with ancient forms of fiber—including such "new grains" as amaranth, quinoa and triticale—has begun to develop.

According to Food Marketing Institute's annual nationwide shopper survey, "Trends/Consumer Attitude and the Supermarket—1989," Americans have grown increasingly aware of the correlation between good nutrition and good health and have undertaken a variety of behaviors to ensure that their diets are healthful. This includes eating more fruits and vegetables and more fiber, the report states.

The survey reported that 76 percent of the American shoppers queried indicated that nutrition was a very important factor when they purchased food—up 4 percent in 1988.

The American Cancer Society, the U.S. Department of Agriculture in its "Dietary Guidelines for Americans," and the National Cancer Institute all have emphasized a high-fiber diet. They point to a low incidence of cancer and other degenerative diseases in populations where this type of diet is maintained.

One of the most widely emphasized ways to increase intake of dietary fiber from what specialists in the field say is the current average adult intake of 11 grains per day to the recommended 25 to 30 grams is to add whole grains—products that contain the entire grain or as much of it as is edible—to the diet. That's where the new grains come in.

Although there is an assortment of familiar whole grains available in supermarkets—whole wheat, cracked wheat, bulgur, oats, whole cornmeal, popcorn, brown rice, whole rye and barley—some health-watchers are turning to the local health-food store or the health-food section of the supermarkets for supplies of unusual whole grains.

Triticale, quinoa (pronounced keen-wah), millet and amaranth are just a few of the equally versatile and delicious whole grains that have begun appearing on shelves next to the barley, bulgur and buckwheat as well as in recipe books.

Triticale is a hybrid grain, the offspring of wheat and rye. Its kernels are larger than those of either parent and they retain their crunch even after soaking and cooking. Triticale can be purchased flaked, or as flour.

Quinoa, a tan-colored, birdseed-like grain, is popular for its high protein and calcium content. It is high in the amino acid lysine, which most other whole grains lack, making it a complete source of protein. Quinoa seeds have a distinctive flavor upon cooking, and the grain is excellent in savory dishes. Because of a natural coating called saponin, quinoa requires thorough rinsing before cooking.

Millet is probably the most familiar of the new grains. In this country it is used as the basis of birdseed mixtures. In Ethiopia, however, millet flour is made into a spongy, crepelike meal accompaniment—*injera.* This, fine-textured grain has a long shelf life and an endless array of uses, from pilaf to stuffing to salads. Use millet anywhere rice can be used as an ingredient. It may even be toasted before being added to recipes.

KASHI-STUFFED CORNISH HENS

Makes 4 servings

Ingredients:
1 cup Kashi (commercial combination of grains, not kasha)
1 lb. Italian turkey sausage, casings removed
1 medium onion, chopped
1½ cups chopped celery
1 (10-oz.) package frozen chopped spinach, thawed and drained
Salt, pepper
¼ tspn. dried marjoram
¼ tspn. dried thyme
⅛ tspn. dried sage
4 Cornish hens

Method:

Heat nonstick skillet or saucepan over medium heat and cook and stir Kashi until dry, about 3 minutes. Add 1½ cups water and cook over medium heat, 20 minutes.

Meanwhile, in separate skillet, brown sausage over medium heat. Add onion and cook until onion is transparent. Add celery and cook 3 minutes. Add cooked Kashi, spinach, ½ teaspoon salt, ¼ teaspoon pepper, marjoram, thyme and sage. Stir to mix well. Season hen cavities with salt and pepper. Stuff with Kashi mixture, reserving leftover Kashi for serving time, then season outside of hens to taste with salt and pepper. Bake at 350° F. 1 hour and 10 minutes or until hens are done. Heat reserved Kashi and serve with hens.

Note: May use Kashi to stuff 8 hens instead, if desired.

The only real newcomer to the group is a commercial product, Kashi, a combination of seven whole grains and sesame. It is found in supermarkets where cereals and grains are sold. It is available in puffed form for eating out of hand, or as a cold cereal, or in its original state as a pilaf that can be cooked and eaten as cereal or mixed with other ingredients in savory dishes.

MILLET PAELLA

Makes 10 to 12 servings

Ingredients:
2 cups millet
1 Tbs. oil
1 medium onion, chopped
2 cloves garlic
6 cups chicken broth
3 tomatoes, chopped
1 cup frozen peas, thawed
½ lb. large shrimp, peeled and deveined
½ lb. turkey smoked sausage, sliced
2 cups julienned cooked turkey or chicken breast
Salt
1 cup chopped cilantro
2 Tbs. lemon juice
Sliced green onions

Method:

Heat large nonstick Dutch oven and add millet. Cook and stir over medium heat until millet is lightly browned.

In separate pan, heat oil and saute onion and garlic until tender. Add to millet along with broth and cook, covered, 30 minutes. Add tomatoes, peas, shrimp, sausage, turkey and salt to taste. Cook until heated through and shrimp are done. Sprinkle with cilantro, lemon juice and green onions before serving.

These and the other whole grains are basically seeds that are eaten whole or are sprouted, cooked, milled, cracked, rolled or ground into flakes. They are highly nutritious, excellent sources of protein, carbohydrates, some B vitamins, Vitamin E, magnesium and zinc.

In their whole form, these grains have three major portions. Most contain a dry, rough outer covering—the husk or hull. Located just under the husk is the bran, a darker outer layer that serves as a protective coating. The region toward one end of the kernel is the germ, which contains most of the oil, vitamins and minerals needed for growth of the new plant. The lighter, larger, starchy inner portion of the kernel is called the endosperm. This is the region used for making flour.

In health-food stores, whole grains can be purchased in most forms.

As whole berries, kernels or groats, the grains have been husked only and take longer to cook than processed grains—about twice as long. They should be soaked before cooking. After cooking, they can be added to savory ingredients or sprinkled over salads. They don't cook into a soft cereal and are best reserved for other uses.

Bran is the ground husk of a berry and is usually available from either wheat or oats. Its primary feature is its high fiber content, although some protein, vitamins and minerals may be present. While wheat bran is too tough to cook into a cereal, it is ideal for baking into muffins, breads or bagels. Oat bran, however, cooks quite nicely into a hot breakfast cereal.

Whole grains that are labeled "cracked" have undergone a grinding with steel blades or millstones that cuts them into several small, rough pieces. Unlike bulgur, they have not been precooked. But cracking the kernels makes them cook more quickly than they would as berries. The bran and germ may, occasionally, be left intact. Cracked rye and wheat are made from whole grains. Others such as barley grits and hominy grits are polished first, then cracked.

Meals, and milled or ground whole grains, are commercially known as ground flour. Since the bran and germ layers do not break down as readily as the endosperm during processing, they are easily separated from the powdered endosperm—a process known as refinement. The powdered endosperm is sold as flour.

Though whole grains, vegetables and fruits provide different kinds of fiber—each with a different protective function—they do have one thing in common. They contain materials that are either not digestible or only partially digestible by the human body and, therefore, help move other foods and byproducts of digestion out of the body. This is believed to help reduce risk for colon cancer, heart disease, diabetes, diverticulosis and constipation.

But the importance of reducing risk for these diseases appears to pale compared to the value placed on water-soluble fiber and its role in lowering blood cholesterol and risk for cardiovascular disease. ❑

Toni Tipton is a staff writer for the ***Los Angeles Times.***

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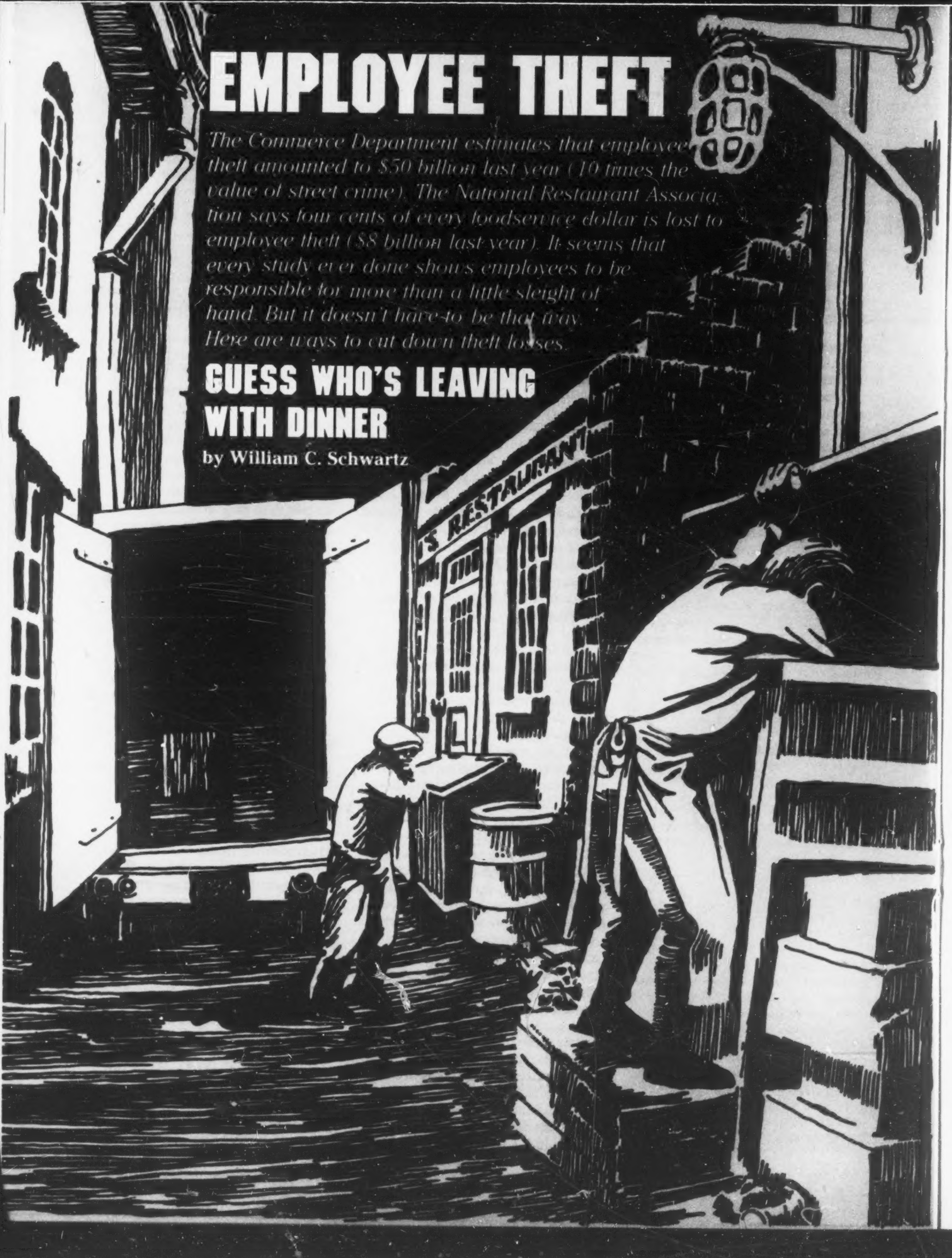
EMPLOYEE THEFT

The Commerce Department estimates that employee theft amounted to $50 billion last year (10 times the value of street crime). The National Restaurant Association says four cents of every foodservice dollar is lost to employee theft ($8 billion last year). It seems that every study ever done shows employees to be responsible for more than a little sleight of hand. But it doesn't have to be that way. Here are ways to cut down theft losses.

GUESS WHO'S LEAVING WITH DINNER

by William C. Schwartz



Everybody has war stories. There's the famous bartender-BYO story. The great foodserver ticket scam. The whole-Cure-81-ham-in-the-garbage-bag routine. And yes, the prep cook who didn't get enough to eat for lunch, so he ate some of everyone else's order.

Attempted solutions to fix the problem have run the gamut from wholesale crew purges and paid informers to "don't steal" signs and retina scanners on the liquor-room door.

Despite such measures, theft is still prevalent, and the best way to reduce it to a negligible level may be to dissect the problem into smaller categories and to develop strategies for each type of theft. Although this article focuses on the theft of food, the approach suggested here can be adapted for liquor, cash and other forms of theft as well.

Chronic food theft

Many operators focus on employees who steal cases of food at a time, but far more is lost a little at a time. Like a nagging backache, which a doctor would call chronic pain, consistent loss of small amounts of food can be just as devastating to the bottom line. We call this type of loss chronic employee theft. Employees involved in this type of theft are generally not criminals. In fact, they may not even be aware that they are stealing.

A case in point is nibbling. Consider the prep cook who eats one shrimp of every 10 he preps for shrimp cocktails, or the line cook who nibbles all day long. Even more impressive, consider the manager who "tests" five or six pieces of bacon in the morning to be sure the bacon is properly cooked! If every employee nibbled just one pound of food each day, an operation with 25 employees would lose more than 9,000 pounds of food a year! If you implement a *"no-nibbling" policy,* all employees (including cooks and managers) will be forced to eat their meals away from the kitchen. This policy is easy to police, since anyone whose mouth is moving (and who is not talking) is suspect.

Another reason for chronic theft is purchasing practices that make it easy to steal. If an operator purchases 2-ounce packages of coffee, it is unlikely that a manager would notice a few "purse packs" of coffee in an employee's pocket. A 50-pound bag of whole-bean coffee, on the other hand, would be difficult to conceal.

Always consider the theft potential of prepackaged foods as part of the purchasing decision; *avoid purchasing foods in small packages.*

Perhaps the most effective approach to cutting down chronic theft is to *restrict access to high-cost items.* While it may not be possible to lock the entire walk-in during operating hours, it is probably possible to place the meats and other expensive items in locked rabbit cages inside the walk-in.

Frequent inventories of key items can act as a deterrent to chronic theft. If your employees know food is counted every day or at least weekly, they are likely to think twice about taking food, since it will be missed. In fact, if you keep inventories as low as possible, any theft becomes obvious rapidly.

Finally, *keep track of key foods.* By comparing the amount of any key item used (actual usage) against the amount of that item that should have been used (ideal usage), you can implement tight controls.* Computerized inventory systems can be very helpful in this regard.

Acute food theft

Unlike chronic theft, acute theft involves the removal (without permission) of large quantities of food. This type of theft, while not as financially significant as the chronic variety, is potentially more dangerous. Individuals who participate in this type of theft are motivated criminals. Some are motivated by money, while others are motivated by the excitement and status they derive from crime.

Studies have shown that most stolen goods leave the premises through the back door, traveling in garbage bags, backpacks, laundry baskets and coat pockets or blatantly occupying their original containers. The majority of this type of theft occurs during peak operating hours—during the lunch and dinner rushes. The rest typically occurs prior to opening or after closing.

Many of those who steal large quantities of foods enjoy telling their friends about the challenges and the high degree of intelligence it required. The danger to the operator comes from the potential of a chain reaction—when one thief becomes two, three or four thieves. The technical term for this phenomenon is collusion, and it can result in devastating losses.

Collusion does not restrict itself to employees. A rather common form of collusion occurs between employees and purveyors or truck drivers. This practice is especially injurious, because in many cases the goods are not stolen from the operation. Instead, they are simply never delivered. The invoice, received and signed by one of the criminals, reflects quantities higher than those delivered by the accomplice. The difference between these quantities generally remains on the truck, awaiting subsequent sale and a split of the proceeds.

Controlling acute theft requires a combination of checks and balances, restricted access, frequent inventories, close supervision and covert operations.

The primary objective of checks and balances is to eliminate the possibility of collusion. One example is to require the person who places the order to be different than the person who receives the goods. The receiving clerk should compare what arrives against the purchase order, not the invoice. Boxes should be opened, goods removed and items weighed or counted. This means taking the

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Bill Schwartz is the president of Systems Concepts, Inc., a national consulting firm in Scottsdale, Arizona, specializing in food cost management and providing consultation on software products. Schwartz teaches the food-cost management seminar for the association's educational foundation.

The Educational Foundation of the National Restaurant Association offers a seminar entitled "food-cost management," which deals with the actual versus ideal approach to usage control.

Studies have shown that most stolen goods leave the premises through the back door.

chicken out of the ice, counting the number of trays in the egg cases, and weighing volume items like bags of milk on occasion, just to see if they all weigh the same amounts. Be thorough. Be unpredictable. Compare the price charged for goods against the price quoted. Adjust the invoice rather than accept credit memos.

Along the same lines, the person who receives the goods should not be assigned to take inventory. In fact, *inventories should involve both nonkitchen and kitchen staff* to make collusion more difficult.

Special attention should be paid to the back door, which should be locked at all times. Since fire codes usually prevent the actual padlocking of this door, you can add a fire bar with an alarm. The back door should only be unlocked for the receipt of deliveries and the removal of trash. Otherwise, employees should use the front door or some other entrance when coming or going.

Frequent inventories also help reduce acute theft, especially since the theft of large quantities would be immediately obvious. It is important that the individuals taking the inventory be trustworthy, because the easiest time to steal is during an inventory. Placing high-potential-theft items in difficult-to-reach locations can also reduce the possibility of unscheduled transfers.

There is no good substitute for su-

Theft control requires management commitment

Why is there so much employee theft in restaurants? There are two key reasons, says Jack Henry, a private consultant with the Crime Prevention Council in Washington DC, who conducts surveys throughout the United States. One is management's failure to admit that its restaurant is having a theft problem. Second, and more important, is management's lack of knowledge about how theft occurs and the measures needed to prevent its occurrence.

No establishment is less susceptible to theft than any other. Nor does an employee's position have any bearing on the likelihood that he or she will steal. Thieves can be managers, bookkeepers, cashiers, servers, cooks. Recognizing not only who steals but also how a theft occurs is vital to theft reduction in your restaurant.

In studies conducted by the London House, Inc., a firm in Park Ridge, Illinois, that develops psychological testing for businesses and governments, researchers have found that most honest people will not steal unless three conditions are met: (1) desperate financial need, "can't make the bills again this month because of inflation," (2) the ability to rationalize that theft is okay and (3) a risk-free opportunity.

Become familiar with your employees' situations and recognize the warning signs. Look for employees arriving early and staying late or those who seem to hang around or have an excessive interest in managers' schedules.

Employees often justify their stealing as a form of protest against management. For example, a cocktail waitress in Knoxville, Tennessee, resorted to petty thievery as a way of "equalizing" the tip-pool situation at the restaurant. She believed it was unfair that a portion of her tips went to busboys and hostesses—even though she believed the cocktail waitresses didn't benefit from their services.

You need a theft policy

Effective loss prevention requires a serious commitment—from top management down to the supervisors—and the establishing of internal control procedures.

A good place to start is to spell out your theft policy clearly in your employee manual, outlining the expectations and the consequences. Bill Main, co-owner of the Shore Bird restaurant in Half Moon Bay, California, tells his employees what is stealing and what is not. "If it isn't in writing, it's not stealing," he says. For example, he specifies that giving away a free drink is stealing, as is unauthorized snacking, signing out late, reselling drinks or food "mistakes" and taking home leftovers in a doggie bag.

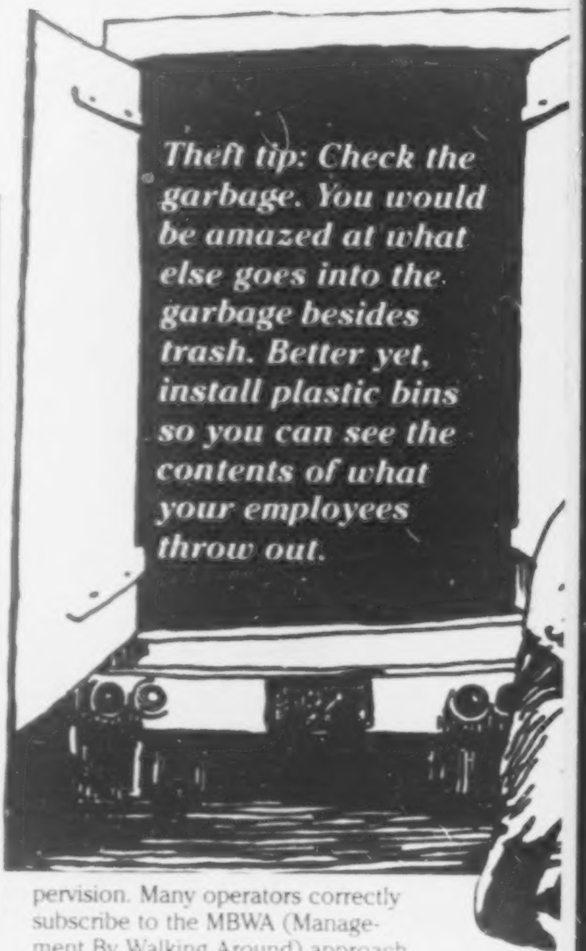
City restaurant in Los Angeles also has reduced employee theft by setting strict standards. According to manager David Duralde, "Employees must sign an agreement in the manual, signing off that they understand the specific grounds of termination for theft. We've designed a system that doesn't leave much room for error. If there isn't any control at the top, the seams can fall apart very quickly." A clearly defined employee manual will make it easy for the employer to take action if an employee decides to steal.

Thoroughly screen all applicants

"Thoroughly screening all applicants is a deterrent to hiring the wrong person," maintains Main of the Shore Bird. "We carefully screen all applicants before we hire them. We do a certain amount of employee questioning to uncover a candidate's feelings about theft."

In addition to careful questioning, cautious restaurateurs take the time to do a reference check on all applicants before they make the job offer. You should also take a close look at employment records, noting any breaks or time lapses. Finally, be alert to any contradictory information on the application or during the interview. Don't shortcut the time spent on the interview or the verification of the information on the application. It can cost you later.

—Angela Pope



Theft tip: Check the garbage. You would be amazed at what else goes into the garbage besides trash. Better yet, install plastic bins so you can see the contents of what your employees throw out.

pervision. Many operators correctly subscribe to the MBWA (Management By Walking Around) approach to foodservice management. Only through constant observation will thieves be caught red-handed. Not only should employees be watched closely, but also truck drivers should never be allowed to wander unescorted through the operation. An unescorted truck driver is often a theft in progress. In fact, any nonemployees (salespersons, repair contractors, etc.) should be either escorted or closely watched while in any area where food is stored.

Finally, the application of covert operations can be helpful in apprehending or deterring a thief. Covert operations run the gamut from electronic spying (video cameras, phone taps, open microphones in employee locker rooms) to clandestine inventories and to paid informers. Most of these approaches are legal.

Finally, perhaps the best way to avoid losing your shirt to theft is to adopt the persona of the paranoid schizophrenic. Lock every door, window and roof entrance. Check references. And be generally on the alert. ❑

Getting undercover help

Two effective methods of tracking theft without tipping your hand are surveillance and undercover investigations. Each is used for a different purpose. A surveillance investigation involves watching the suspects at an observable distance without being detected. An undercover investigation is used in cases where the best way of obtaining information is by close observation. Mary Ellen McWilliams, president of Internal Affairs, Inc., of Alexandria, Virginia, explains, "Surveillance may be used to define the theft problem, if it is not known. By doing surveillance, the areas where losses are most likely to occur are eliminated, leaving a well-defined area to probe undercover, if necessary."

An investigator gathers evidence in such a way that it will stand up under the intense scrutiny of legal proceedings. According to Howard Miller, board member of Miller and Associates International, an investigation firm in Falls Church, Virginia, "An undercover investigation works best in areas that are front-door losses, such as credit-card fraud, manipulation of the computer system to void a check or obtain a duplicate, an internal theft ring and the extension of 'complimentary' food and beverages to certain select patrons."

The success or failure of an investigation is based on management's willingness to deal with the issue of theft and to perform the necessary self-examination to decide in what way, if any, management is contributing to the problem.

Speed, length and cost

The speed of the investigation depends upon how well defined the problem is. Other factors include the relationship between management and the employees, the agent's gender, personality and resourcefulness, and the depth of the investigation.

The length of the investigation can vary from a few weeks to several months. For example, the investigation may involve more suspects than initially expected and evidence may take longer to gather than anticipated.

An investigation typically costs a minimum of $4,000. The investigator's hourly rate ranges from $50 to $75 per hour, plus expenses. (Expenses include mileage, film, tape recordings, meals and the like.) A nonrefundable retainer fee is customarily paid before any work will begin. It can vary from as little as $500 to $1,000 or more. The retainer fee is applied toward the cost of the investigation.

If, in an undercover situation, an agent is performing the duties of a cook hired at $10 per hour and scheduled to work for 40 hours per week, the amount of money paid to the "cook" is applied toward the hourly fees. "The undercover employee will go through the whole hiring process, to look as natural as possible," says McWilliams. Only the person who hires the investigator should know who the investigator is. In fact, the fewer people who know, the more effective the investigator can be.

The agent usually makes an oral report once a week to the person who hired the agent or as otherwise agreed. A written report is presented at the end of the investigation, detailing what was done and by whom. It includes copies of gathered evidence. If prosecution will result from the investigation, this evidence is normally turned over to the court clerk where the case will be argued.

How to hire an investigator:

1. Check the listings in the yellow pages, or get a personal reference from friends or lawyers. Many investigators belong to private-investigators' associations.
2. Hire a licensed professional. Verify the licensing and registration of the agency and agent with your local jurisdiction.
3. Prepare for the meeting by defining the problem as best you can and identifying potential suspects. Decide what steps will be taken after the information has been gathered, including criminal prosecution.
4. Meet with the agent; agree on the type of investigation to be done, the fee to be paid and how often a report will be made. Make sure the final written report includes copies of evidence that can be used in legal proceedings, if necessary.

—Joan K. Murray, R.D., a licensed investigator in Arlington, Virginia

COPING WITH THE FOOD FRIGHT

Alar is on its way out of the apple-production process, even though the Environmental Protection Agency (EPA) continues to claim Alar poses no grave health risk. "Growers 'don't have a prayer' of selling Alar apples to processors," says Larry Davenport, executive director of the Processed Apples Institute. Public pressure and consumer concern turned the tide on the question of Alar risk, proving once again that an industry must be prepared for a quick response when a crisis occurs or the resolution will be outside of its reach.

by Joan Murray, R.D.

In March of this year, the American public was confronted with two food scares—the contamination of Chilean grapes with cyanide and the *60 Minutes* report on the Alar content in apples. Both incidents brought to mind a chilling concern about the safety of the food supply and resulted in millions of dollars of lost revenue and in extensive litigation.

A look at the Alar incident shows how quickly panic can set in when the public is confronted with a question of food safety. Alar has been around for 20 years (since 1967), used on apples as a growth regulator. It reduced the number of apples that dropped from the tree and made a uniform product in terms of size, color and firmness. Alar extended the apple's shelf life up to six months.

In 1985 scientists at the Environmental Protection Agency (EPA) completed routine review tests of Alar, which suggested that the substance may not be as safe as once believed. EPA submitted the data to an independent science advisory panel for review, which rejected the data as being flawed.

EPA then ordered Uniroyal, the maker of Alar, to conduct studies on the safety of the product. These studies, which are still in progress, will not be completed until January 1990.

Joan Murray, a former restaurant manager, is a freelance writer in Arlington, Virginia.

In 1986 the Natural Resource Defense Council (NRDC), a private organization in Washington DC, took up the Alar fight and filed a complaint with EPA, questioning the safety of Alar. In 1987, NRDC filed a lawsuit, seeking to have EPA immediately ban the use of Alar on apples. The judge in the case denied the injunction to ban Alar on procedural grounds. After losing the injunction in 1988, NRDC began to release information to the news media on the alleged dangers of Alar.

60 Minutes aired a pesticide-residue report based on NRDC information. This data had been previously rejected as flawed by EPA's independent science advisory panel and a computer model of the "baddest of the bad" case scenarios. The report concluded that the residue levels of Alar in apples caused an increased risk of cancer in children due to that population's higher metabolic rate and high consumption of apple juice. The residue levels, from an analysis performed by *Consumer Reports*, were 1/40th of the legally allowed limit of 20 parts per million.

"In order for a child to be at risk of cancer, using the analysis of the apples cited in the *60 Minutes* report, the individual would need to consume 1,800 quarts of apple juice every day for 70 years," reports Anne Barker-Smith, food technologist with Pocahontas Foods USA, a Richmond, Virginia, food distributor. "In my opinion, that individual would drown from the fluid intake or die from malnutrition before he would show any signs of cancer."

> ***"The activists have manipulated the perception of food as being unsafe. The overriding social ramification is that the hysteria created masquerades as social well-being, and public policy will be made on an emotional basis, rather than a logical conclusion to solid, scientific data."***

Despite EPA's and processors' assurances—both the EPA and the FDA have testified before congressional committees that there were no immediate risks with Alar—public panic quickly grew, and pressure was placed on legislators and growers to ban Alar.

> ***"What the food industry as a whole needs to do is figure out a plan ahead of time to deal with a crisis, regardless of the cause, whether it be a food-borne illness or pesticide contamination."***

Rep. Henry Waxman (D-CA) and Sen. Ted Kennedy (D-MA) have introduced bills to adopt new risk-assessment standards for pesticide residues. Sen. John Warner (R-VA) has introduced legislation to remove Alar from the market. His position is that the current regulatory process is too slow in removing what is perceived to be a dangerous product, and the consumer perception of risk is damaging to the apple-growing industry.

In California, legislation has been introduced that will require growers to keep records on all pesticides and quantities used. The bill will also require more inspection by the state's department of agriculture and include more tests for pesticide residues.

The food industry's response

"If the risk of cancer were as high as the Natural Resource Defense Council claims, then the projected cancer rate would now be seen in the cancer statistics, as many of the current pesticides that are in use today have been in use since the 1950s and 1960s," says Jill Snowdon, director of technical affairs for the United Fresh Fruit and Vegetable Association in Alexandria, Virginia.

Nonetheless, almost immediately, food processors had to reassure their distributors that

A SAMPLE CRISIS-COMMUNICATIONS POLICY

1. The first priority, at all times, is to protect the well-being of the general public and our employees.
2. The spokesperson is the only member of our organization who will make public statements.
3. We will make public our intention to cooperate fully with any investigation.
4. We will disseminate information as quickly as possible.
5. We will be truthful at all times; we will hide no relevant facts from the community, press or employees.

HOW PESTICIDES, DRUGS AND FOOD ADDITIVES ARE REGULATED

Pesticide residues, such as Alar, are regulated by the Environmental Protection Agency (EPA) under the Federal Insecticide, Fungicide and Rodenticide Act. The Food and Drug Administration (FDA) approves drug and food additives under the Food, Drug and Cosmetic Act. Before any pesticide, drug or additive is approved by these agencies, the manufacturer is required to furnish scientific data demonstrating that the residual levels will not result in unreasonable risk to the general population. The residual tolerance levels, which are the maximum legally allowed, are set after long-term feeding studies, which indicate the highest dosage at which no observable harmful effects were found in laboratory animals. The manufacturer must also submit information regarding the proper usage.

EPA sets the level of tolerance, considering the accumulation of the residue from all products in which the pesticide is used. Most foods are well below the legally allowed residue levels. To compensate for any sensitivities in the general population, the tolerance level is reduced by a factor of at least 100. The FDA enforces the tolerance of all food items, with the exception of meat and poultry, which are regulated by the United States Department of Agriculture (USDA).

Once a pesticide that has been approved and in use for a long period of time is suspected of causing cancer or other adverse health effects, it cannot be removed from the marketplace until adequate evidence has been presented to demonstrate that the pesticide poses significant risk to the public's health. If imminent risk is involved, the product can be removed immediately. The threshold for review of the substance is that it causes cancer in more than one in a million people over a lifetime. EPA's decision, based on supporting studies, is submitted to an independent science review panel for review and recommendation.

FDA periodically gathers food samples and analyzes them for residues. Each quarter it buys samples of foods, in three cities that are representative of the American diet, with an emphasis on fruits and vegetables. These samples are sent to FDA's Kansas City, Missouri, lab for testing. The food is analyzed for pesticide residues, radioactive elements and toxic metals. This data is used to determine the accumulated residue levels for the average diet. If FDA suspects that any foods have residual levels over the legal limit, it will demand compliance testing. The product cannot be sold until after it has been cleared. If the product is not cleared, FDA can get a court order to seize and destroy food.

the Alar residue content of their product was well within the legal limits. Many food distributors, such as Pocohantas Foods USA, requested documentation on the residue levels of the apple products, along with letters of guarantee. In the wake of the Alar controversy, Pocohantas Foods sent letters to customers reassuring them of the safety of the foods sold to them. Some of their customers sent samples out for testing to an independent lab to confirm the reports supplied to them by Pocohantas. Levy Restaurants in Chicago, for example, talked with purveyors before deciding not to remove apples and apple products from its menus.

The importance of being truthful cannot be overemphasized. An operator's credibility before employees, the press and the public can be destroyed by one lie, misrepresentation or intentional failure to disclose relevant information.

But even this was not enough. Pressure is mounting to ban Alar as a pesticide residue, and some observers predict that the ban will be in effect in the spring of 1990. Many growers have already imposed a voluntary ban on Alar, but at a price. The cost of apples will increase 25 to 30 percent this year alone. In addition, apples face an image problem that the International Apple Institute must combat with an aggressive education program and advertising.

According to Snowdon, "The activists have manipulated the perception of food as being unsafe. The overriding social ramification is that

MONITORING THE FOOD FRIGHT

☐ 38% of the public worry about pesticide and chemical food contamination
☐ 52% feel the United States government doesn't protect the food supply adequately
☐ 43% think foods from foreign countries are safe
☐ 73% think we should use fewer pesticides and chemicals

Source: Newsweek/Gallup, March 16-17, 1989, poll of 756 individuals nationwide the hysteria created masquerades as social well-being, and public policy will be made on an emotional basis, rather than a logical conclusion to solid, scientific data."

What restaurateurs are doing

Restaurateurs rely on documentation to ensure food safety. "We know who is handling our food every step along the way," reports Bill Easby-Smith, managing partner of Chesapeake Bay Seafood House in Vienna, Virginia. "Our managers look for spoilage and for anything unusual. If they find something unusual, they call and alert our other units and headquarters. We buy from reputable vendors. We have an approved list of vendors who must meet our levels of sanitation and quality."

"When we are taking on a new supplier, we inspect their facilities for sanitation," says Bill Post, executive vice president of operations for Levy Restaurants in Chicago.

"Although food suppliers can do everything possible to ensure that a product is, in fact, safe, they can never completely eliminate the potential risk of harm to the public. Instead, the supplier is likely to balance the risk of harm with the cost and feasibility of substantially minimizing that risk," says Francis A. Citera, an attorney with the law firm of Phelan, Pope and John in Chicago.

But taking precautions may not be enough. Some observers believe a crisis plan should be in place in every organization.

Coping with a crisis

"What the food industry as a whole needs to do is figure out a plan ahead of time to deal with a crisis, regardless of the cause, whether it be a foodborne illness or pesticide contamination," maintains Al Tortorella, executive vice president and director of crisis management at Burson-Marsteller in Los Angeles, California. "The single most important thing is how well the primary episode is contained." When a cri-

WORKING WITH THE PRESS

Handling the press during a crisis is never easy, but a well-planned crisis-communications strategy is essential to successfully defusing a potential disaster.

In most cases, the reporter is the one who brings the situation to management's attention. The reporter is interested in knowing answers to such questions as, "What do you know?" "When did you find out?" "What is being done?" "How widespread is this situation?"

Every organization should have a designated spokesperson to answer questions about the crisis.

Here are some guidelines for controlling the direction of the interview:

1. Understand your company's crisis policy and articulate it clearly. Acknowledge that there is a problem.

2. Make the public and customers feel that everything is under control. Be truthful and factual about the current state of the situation, the cause of the incident and the effect of the incident, and report the facts as calmly as possible. But state your own position, what you want them to quote if they are going to quote you. Remember: If you don't want to hear it or read it, don't say it.

3. Answer explicit questions directly if you know the answer, but don't feel compelled to answer all questions. Unless you are absolutely certain about the answer to a question, don't try to answer it. But also remember that "no comment" is the worst response that can be given to the media during a crisis. Instead, say, "I will get back to you after I gather all the facts."

4. Do not allow yourself to be provoked. Humor, unless unsuitable to the situation, is an effective way to defuse hostility. But beware of appearing callous or cynical.

5. Never answer a question "off the record."

6. Make it clear that the welfare of the victims and community is your top priority. Tell what you are doing or plan to do for the victims.

7. If a reporter tells you what someone else has said about the situation, don't feel compelled to respond to the other person's comments. Instead, simply restate your position.

8. Do not speculate about possible causes of the crisis until all the facts are known.

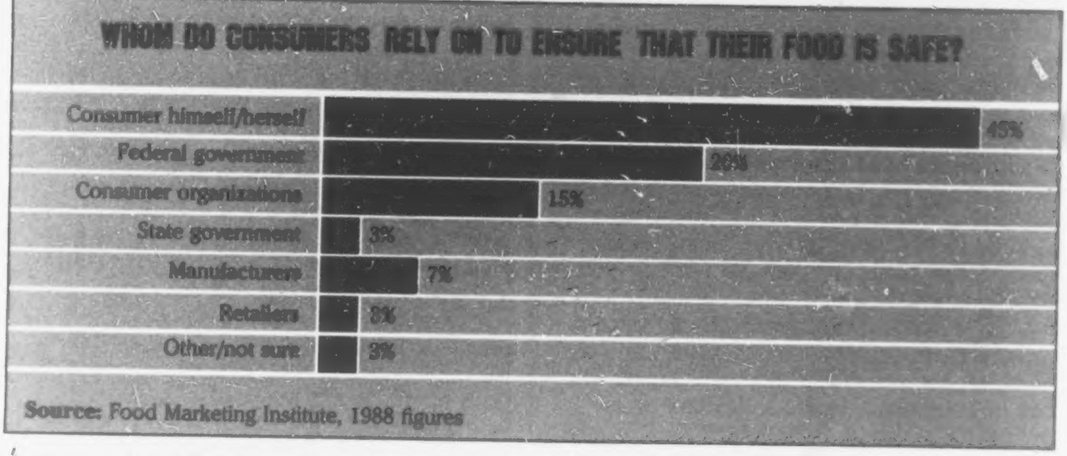
9. Be certain that every statement you release is clear and concise, free of ambiguity or technical jargon.

10. Align yourself with the public. How you are perceived is almost as important as what you say. The public is interested in what affects them, not what affects your operation. If all statements are made from the public's point of view, not the restaurant's, your position will be more acceptable and credible with your audience.

11. Make yourself available to the media. It is in the best interests of the company for this information to come from you rather than other sources.

12. Treat all reporters equally and return calls as promptly as possible, to establish good ties with the media. Let reporters know when updated information is expected.

13. Consult with experts when necessary. The public does not expect you to be an expert on technical matters. So, instead of exceeding the boundaries of your knowledge, get the assistance of authorities who can make appropriate statements related to your crisis. A medical expert's testimony about a disease or a foodborne illness, for example, can be a great help in clarifying the subject and allaying the public's fears.


WHOM DO CONSUMERS RELY ON TO ENSURE THAT THEIR FOOD IS SAFE?

Source: Food Marketing Institute, 1988 figures

sis occurs, there is little time to gather the facts. The average time in which to have a response in action is approximately three hours after the initial notice. The object in a crisis situation is to gain control as much as possible and be perceived by the public as being in control.

"The media will ask two basic questions: What are you going to do about the problem? When and what did you know?," Tortorella continues. "The media want to give the public answers and to reassure them of their safety and well-being."

"What a company should do when the press comes is to acknowledge the problem and present an action plan of what will be done until the problem is solved," emphasizes Tortorella. "Most restaurants concern themselves about the technical issues, such as sample collection and testing, and not communicating effectively to the public."

Establishing principles

The first step in creating a crisis-communications plan is to anticipate and plan. Establish policies, principles and goals in writing and designate a crisis team or company spokesperson.

A restaurant should take the initiative in disseminating information. The restaurant's best interests are served by adopting a policy of full disclosure. By disseminating the information quickly, the restaurateur will demonstrate his or her concern and will maintain control of the crisis. By getting the facts out quickly, the spokesperson can stop rumors and provide reassurance to the public that every possible step is being taken to resolve the crisis. In general, the more responsive an operator is to the press, the more positively his or her restaurant will be perceived by the people in the community. When the press believes that a restaurateur is being less than candid, it will seek out information elsewhere.

The importance of being truthful cannot be overemphasized. An operator's credibility before employees, the press and the public can be destroyed by one lie, misrepresentation or intentional failure to disclose relevant information.

For example, when a Levy restaurant became the focal point of a foodborne illness outbreak in 1985, the company quickly put a carefully thought-out plan into action. It included closing down the establishment, expressing concern about the victims—both to the press and to the individuals involved—and reimbursing affected patrons for their meals, medical bills and lost wages. Not only did the Levy organization win public support for its quick response, but it was also found not to be negligent in its practices by health officials.

Talk to your staff

Finally, the successful crisis-management plan needs the support of all employees. If you keep them informed on a regular basis, you can help them overcome their feelings of helplessness and frustration and could ensure cooperation at a time when it is needed most. In addition, a restaurant's employees inevitably talk to a large circle of family and friends. Keeping everyone informed ensures that the operation will provide consistent information. ❑

HOW TO REMOVE PESTICIDE RESIDUES

1. Thoroughly rinse and scrub fruits and vegetables. Peel them if appropriate.
2. Remove the outer leaves from leafy vegetables such as lettuce.
3. Trim fat from meat and poultry, because some feed residues will concentrate in the animal fat.
4. Cook food thoroughly.

Understanding minority markets

With current population growth rates of Black, Hispanic and Asian segments greatly outpacing that of Whites, these minorities represent great potential for new foodservice customers in many markets. By understanding these groups, restaurateurs can find and develop a source of customers for many years to come.

Although the population growth rate for Whites has slowed considerably, minority group populations are expected to continue their double-digit growth. The Black, Hispanic and Asian markets can become new consumer bases for restaurateurs, if the habits and preferences of these minority groups are understood.

The Black market

The Black population represents the largest and perhaps the most established minority group in the United States. According to most recent Census Bureau population estimates, Blacks remain the largest minority group in the United States, representing roughly 12 percent of the total population in 1988. *Here are other notable facts about this minority:*

☐ According to the 1980 census, 81 percent of the Black population lived in metropolitan areas, compared with 73 percent of Whites.

☐ In 1988 more than half of the Black population (53 percent) resided in the South, and 29 percent lived in the South Atlantic states.

☐ According to the 1980 census, 34 percent of Blacks lived in seven cities: New York, Chicago, Detroit, Philadelphia, Washington DC, Los Angeles and Baltimore.

☐ The Black population is younger and includes proportionately more children than does the White population. Census Bureau estimates in 1987 showed that 28 percent of the Black population was under 14 years of age, compared to 21 percent of the White population.

☐ In 1987 the proportion of families with children under 18 was higher among Blacks than among Whites—59 percent compared with 48 percent.

☐ In 1987 the median age of Blacks was substantially lower than that of Whites—27 years for Blacks compared with 33 years for Whites.

☐ In 1987, of persons 25 years of age and older, 63 percent of Blacks had at least a high school diploma, compared with 76 percent of the U.S. population.

☐ More than half (55 percent) of the Black population rented their living quarters in 1987.

☐ In 1987, 18 percent of Black households had an income of more than $35,000 a year.

☐ In 1987 the average Black household (related or unrelated people living together) included 2.91 persons, and the average Black family (households containing two or more related persons living together) consisted of 3.52 people.

U.S. population by group

The Asian population has the highest growth rates

Population in thousands

Year	White	Black	Hispanic	Asian
1980	194,713	26,683	14,458	3,466
1990*	210,247	31,026	19,887	6,534
2000*	221,144	35,006	25,223	9,850

Estimated percent change in population

Year	White	Black	Hispanic	Asian
1980–1990	8.0%	16.3%	37.6%	88.5%
1990–2000	5.2%	12.8%	26.8%	50.7%

**projected*

Source: Bureau of Census, Population Reference Bureau, Inc.

Percent of adults who were foodservice patrons on a typical day, June 1988-May 1989

NonWhites used takout more than their White counterparts did

	White patrons	NonWhite patrons
All foodservice patrons	45%	45%
On-premises patrons	30	22
Off-premises patrons	17	25

Source: National Restaurant Association Gallup Survey

The Hispanic market

The U.S. Hispanic population has been the subject of increased attention in recent years, largely due to its rapid growth—a rate that is more than twice as fast as that of the U.S. Black population and more than four times faster than for the U.S. White population. According to Census estimates, Hispanic Americans composed 6 percent of the total U.S. population in 1980, but most recent estimates show the proportion increased to 8 percent by March 1988. *Here are other facts to consider about this minority:*

☐ The Population Reference Bureau predicted that Hispanics will overtake Blacks to become the largest minority group in the United States. By the year 2020, they will number almost 47 million and represent roughly 15 percent of the population.

☐ The majority of the U.S. Hispanic population is concentrated in the Southwest. In 1988, 55 percent of all Hispanics lived in California and Texas. Other states with high Hispanic concentrations were New York (11 percent) and Florida (8 percent).

☐ More Hispanics are obtaining high school diplomas and college degrees than in the past. Of Hispanics 25 years old and older, 51 percent had their high school diploma in March 1988—up from 44 percent in 1980—and 10 percent had completed four or more years of college in 1988, up from 8 percent in 1980.

☐ The median age of Hispanics was considerably

Median family income by race, 1987

Median household income was higher for Whites than for Blacks or Hispanics

Group	Median family income
Whites	$30,809
Blacks	$17,604
Hispanics	$19,995
Asians	*
Total population	**$29,458**

** No estimates given for 1987. However, 1980 estimates showed Asian households had a median income of $23,095, compared to $20,840 for White households, $12,618 for Black households and $14,711 for Hispanic households.*

Source: Bureau of Census, Bureau of Labor Statistics

Relative popularity* of foods at restaurants among nonWhites

Rank	Food item
1	Spicy fried chicken
2	Barbecued ribs
3	Vegetable platter
4	Asian food
5	Regular fried chicken
6	Fried vegetables
7	Fried shrimp
8	Rice

** Reflects preferences, but not necessarily the most popular items*

Source: National Restaurant Association CREST survey, 1988

lower than that of the total population in 1988—26 years old, compared with 32 years old.

□ In 1988 half of the Hispanic population was male—50 percent, a proportion higher than in the U.S. population as a whole (48 percent).

□ The average Hispanic household included 3.79 people in 1988, higher than the 3.17 people in the average U.S. household.

□ Almost six out of 10 (59 percent) Hispanic households rented their dwellings in 1987, compared with 36 percent of all U.S. households.

□ The annual average household income for Hispanics in 1987 was $19,305, and 23 percent had an income greater than $35,000.

□ A recent study by Telemundo Inc. showed that 47 percent of Hispanics interviewed were Spanish-language-dependent, and 86 percent said that Spanish was the language spoken at home.

The Asian market

Although it represented just slightly more than 2 percent of the U.S. population in 1980, the Asian American market is certain to command more attention in the years to come, because Asians are the fastest growing minority group in the United States. According to projections by the Population Reference Bureau, the Asian population is expected to grow 89 percent between 1980 and 1990 and 51 percent between 1990 and 2000. This compares to 38 percent for Hispanics, 16 percent for Blacks and 8 percent for Whites between 1980 and 1990; and 27 percent for Hispanics, 13 percent for Blacks and 5 percent for Whites between 1990 and 2000.

Here are other facts to consider about this minority:

□ More than half of the nation's Asian population (56 percent) resided in the West in 1980. California led the 50 states, housing 36 percent of U.S. Asians. Hawaii (13 percent) and New York (9 percent) also had large Asian populations.

□ In 1980, two out of three Asian Americans were Chinese, Filipino or Japanese. By 1990, more than half of the Asian population in the United States (54 percent) is expected to be Filipino, Chinese or Vietnamese.

□ The average Asian-American family included 3.96 people in 1980, compared to 3.27 people for the United States overall. Japanese Americans had the smallest households (2.7 people), and Vietnamese Americans had the largest (4.4 persons).

□ Asian Americans are more educated than the U.S. population as a whole. Of U.S. residents 25 years old and older in 1980, 34 percent of Asians had completed four or more years of college, compared to 16 percent of the general population.

□ In 1980 Asian Americans also had a higher median family income than most other groups. Asian families had a median income of $23,095 per year, compared to $20,840 for White households, $14,711 for Hispanic households, and $12,618 for Black families.

Minority use of restaurants

Although nonWhite adults are as likely as their White counterparts to be foodservice patrons on a typical day,* their use of restaurants differs from that of Whites.

NonWhites are significantly less likely than Whites to eat on the premises of a restaurant, but they are significantly more likely to purchase takeout food or to use delivery. While 30 percent of Whites reported eating on the premises of a restaurant on a typical day, only 22 percent of nonWhites did so. Conversely, 25 percent of nonWhites reported foodservice purchases for off-premises consumption, versus 17 percent of Whites.

NonWhites are significantly less likely than Whites to be lunch patrons, but they are more likely than Whites to purchase a snack from a foodservice outlet, especially for takeout.

Although a special National Restaurant Association CREST survey found that hamburgers, french fries and soft drinks are the most popular menu items among nonWhites—just as they are among Whites—the study showed some distinct menu preferences among nonWhites. These included Asian dishes, rice, fried chicken, fried shrimp, fried vegetables, barbecued ribs and vegetable platters. On the other hand, relatively unpopular items included coffee, most pasta dishes and many breakfast entrees, such as cereal and eggs.

—*Nancy Michalski*

**According to the Foodservice Market Measure, a monthly Gallup survey conducted for the National Restaurant Association, 45 percent of nonWhite adults were restaurant patrons on a typical day in the 12-month period ending in May 1989, which is identical to the percentage of White patronage*

Pizza restaurant update

Convenience, product innovations and promotions have led to a large increase in pizza restaurant traffic, especially in home delivery. Customer traffic at pizza restaurants made up nearly 13 percent of the overall restaurant traffic in 1988.

No matter how you slice it, pizza restaurants are on the move. Well over one out of every five dinner eater occasions* in 1988 took place in a pizza restaurant.

Growth moderates

Pizza restaurant traffic growth has moderated in 1988. Although pizza restaurant traffic had risen more than 9 percent in each of the years between 1984 and 1987, it rose only 1 percent in 1988. According to CREST** data, the increase was double that of industry restaurant traffic during the same time period.

Pizza restaurant traffic comprised a larger share of overall restaurant traffic. In 1988, customer traffic in pizza restaurants made up nearly 13 percent of all restaurant traffic, in comparison to 11 percent in 1985.

Gains in off-premises traffic

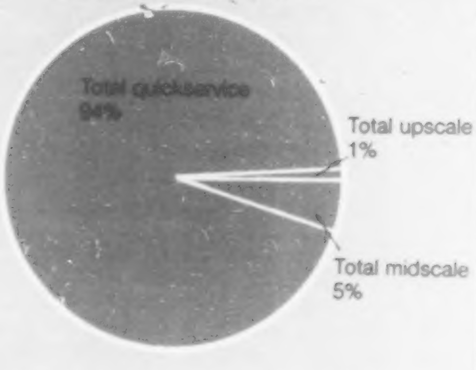
As consumers become more dependent on convenience items, pizza's popularity continues to rise. Almost 70 percent of all pizza restaurant eater occasions were off-premises in 1988. Out of those people who chose to eat off-premises, more than eight out of every 10 enjoyed their pizza in the comfort of their homes.

Off-premises pizza restaurant traffic growth outperformed the quickservice restaurant sector as a whole. Between 1985 and 1988, off-premises pizza traffic advanced 42 percent, in contrast to a 20 percent traffic increase in the quickservice sector. Pizza restaurant delivery was also far ahead of the quickservice segment. Between 1987 and 1988, the increase was 17 percent, four times greater than for quickservice restaurants as a whole.

According to CREST data, more than half of all pizza orders in 1988 were by telephone; 31 percent of customers called to pick up at the restaurant and another 24 percent called for

Share of total pizza orders by type of restaurant

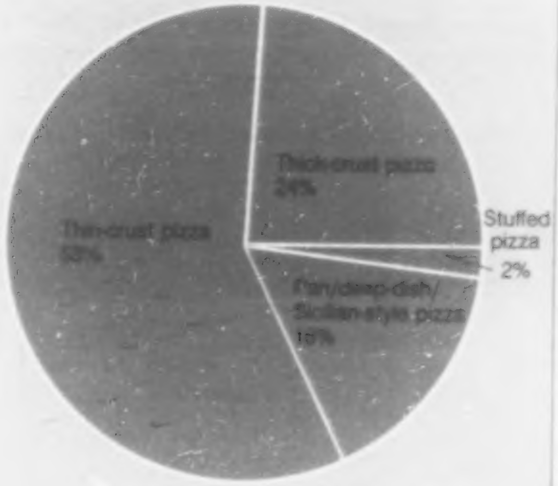
The quickservice segment supplies most of the industry pizza orders



Source: NPD CREST Annual Household Report, 1988

Distribution of pizza orders by type

Most customers prefer thin-crust pizza



Source: NPD CREST Annual Household Report, 1988

Who eats pizza and when

☐ Forty-five percent of all pizza purchased from restaurants is eaten on Friday and Saturday.

☐ Monday is the least popular day of the week for eating pizza.

☐ Three-fourths of all pizza is consumed at dinner.

☐ 58 percent of all restaurant pizza eaten has a thin crust, 24 percent has a thick crust, 16 percent is pan/deep dish/Sicilian-style and 2 percent is stuffed.

☐ Almost half of all pizza eaten is by customers in the 25-to-50 age bracket.

☐ Teenagers prefer pizza twice as much as overall restaurant food.

☐ Customers over 50 are least likely to order pizza.

☐ Men tend to order stuffed pizza slightly more than do women. All other types of pizza are enjoyed equally by both sexes.

Source: National Restaurant Association CREST survey.

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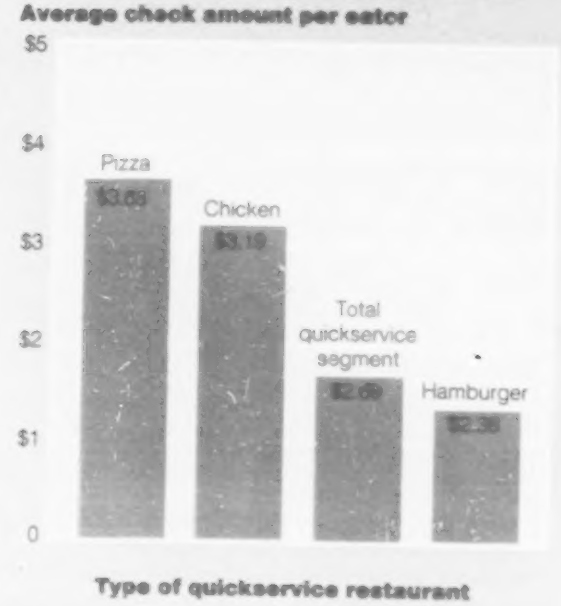
*An eater-occasion is one meal eaten by one person.

**CREST stands for Consumer Reports on Eating Share Trends, a diary survey conducted by one of the NPD marketing and research companies.

Average-check amount per eater in quickservice restaurants

Customers spend more at pizza restaurants than at any other quickservice restaurant



Source: NPD CREST Annual Household Report, 1988

delivery. (Quickservice Asian restaurants were a distant second for phone-in delivery orders in 1988—only 4 percent of eater occasions were telephoned in for delivery.)

Check size

The average per-person check size is higher in pizza restaurants than in any other type of quickservice restaurant. In 1988 the average check size per eater was $1 more in pizza restaurants than in the total quickservice restaurant sector.

The relatively high amounts customers are spending in pizza restaurants are despite the large percentage of eater occasions purchased on deal. Last year, 39 percent of eater occasions in pizza restaurants involved a promotion—twice the percent in total quickservice restaurants.

—*Elizabeth Gordon*

Pizza facts

☐ Americans eat 75 acres of pizza every day.

☐ Pepperoni is America's favorite pizza topping. Runners-up are mushrooms, extra cheese, sausage, green pepper and onion.

☐ Gourmet pizzas are on the upswing, with toppings such as venison, bison, baby eel, sprouts, avocado, broccoli, asparagus and goat cheese.

☐ Pizza is a $20 billion industry. Frozen pizza accounts for about 10 percent of that amount.

☐ Nearly 96 percent of all Americans eat pizza about 30 times a year.

Source: National Association of Pizza Operators, December 1987

New industry operations report

How is your restaurant doing, compared to other companies with a similar business profile? You can find out by reviewing the National Restaurant Association's Restaurant Industry Operations Report—1989. The new study, which was conducted jointly by the association and the national accounting firm of Laventhol & Horwath, is based on 1988 operations data from 1,852 restaurant operators.

The 1989 operations report contains specific information for each of the following types of restaurants:

☐ Full-menu tableservice

☐ Limited-menu tableservice

☐ Limited-menu, no tableservice (fast food)

☐ Cafeterias.

Operating results are expressed as amounts per seat and as ratios to total sales, the most common bases used in the industry. The study details such information as sales (by food and beverage), cost of sales, gross profit, controllable expenses, occupation costs and restaurant profit.

Also provided are earnings ratios, seat turnover, average check size, cost per dollar of sales and an analysis of employment, including employees per seat, sales per employee and the number of part-time versus full-time workers. These data are reported by specific operational characteristics, such as affiliation, menu theme and sales volume. The report includes

Ratio of total payroll by function* at full-menu tableservice restaurants, 1988

The service and preparation functions accounted for more than two-thirds of payroll expenses

Function	Ratio to total payroll
Service	34.3%
Preparation	34.0
Sanitation	6.8
Administrative and general	19.6
Other	5.3
	100.0%

** Based on arithmetic mean of those establishments providing breakdowns*

Source: National Restaurant Association, *Restaurant Industry Operations Report–1989*

The restaurant industry dollar, 1988

	Full-menu tableservice	Limited-menu tableservice	Limited menu, no tableservice	Cafeteria
Where it came from				
Food sales	81.3	83.5	98.1	97.1
Beverage sales	16.8	14.6	1.6	1.2
Other income	1.9	1.9	0.3	1.7
Where it went				
Cost of food sold	29.5	28.3	31.1	36.9
Cost of beverage sold	4.6	3.9	0.4	0.4
Payroll	26.9	28.9	23.5	25.4
Employee benefits	2.6	4.5	3.1	4.1
Direct-operating expenses	6.9	6.4	5.7	4.2
Music and entertainment	1.0	0.5	0.3	0.1
Advertising and promotion	2.6	2.6	4.8	1.3
Utilities	2.8	3.0	2.9	2.7
Administrative and general expenses	3.8	4.3	4.4	3.7
Repairs and maintenance	1.9	1.7	2.1	1.3
Rent	4.7	3.7	6.8	6.4
Property taxes	0.6	0.7	0.7	0.5
Other taxes	1.3	0.5	0.4	0.6
Property insurance	1.3	1.2	0.9	0.8
Interest	1.1	1.1	0.6	0.8
Depreciation	2.9	2.9	3.0	3.6
Other deductions	0.5	0.5	0.4	0.6
Net income before income taxes	5.0	5.3	8.9	6.6

Note: All figures are weighted averages

Source: National Restaurant Association, *Restaurant Industry Operations Report–1989*

amount-per-square-foot data covering sales, profits and occupational expenses.

Payroll specifics available

For the first time, the association survey obtained information on the breakdown of payroll by function. Respondents were asked to allocate their payroll data for the year among the service, preparation, sanitation and administrative functions.

Consequently, payroll-by-function information is available for both full and limited-menu tableservice operations on both a per-seat and ratio-to-total-payroll basis. Full-menu tableservice survey respondents indicated that for 1988 the service and preparation functions were the two primary payroll expense categories, accounting for more than 68 percent of total payroll expenses. Administrative payroll costs accounted for an additional 20 percent of total payroll expense at full-menu tableservice operations.

Other highlights of the 1989 report

☐ *Full-menu tableservice.* In 1988 the median check size for full-menu tableservice restaurants was $9.07—considerably higher than for the other types of establishments covered in this study. This reflects the higher-priced menus at these establishments and the fact that many full-menu tableservice restaurants serve alcoholic beverages.

More than half of the responding establishments had been in business for more than 10 years. Median food sales were $4,180 per seat. Alcoholic-beverage sales accounted for $941 per seat. Average daily seat turnover was 1.3.

☐ *Limited-menu tableservice.* The median check among limited-menu tableservice respondents was $6.12 in 1988, with an average daily seat turnover of 1.6. Median food sales were $3,347 per seat, and alcoholic-beverage sales represented $817 per seat. Median sales per full-time-equivalent employee were $29,616.

☐ *Limited-menu, no tableservice.* Limited-menu, no tableservice (fast food) survey participants reported an average daily seat turnover of 5.0 in 1988—the highest among the four restaurant categories covered by the study. Median food sales were $7,909 per seat. Less than 20 percent of limited-menu, no-tableservice restaurants that participated in the survey offered both food and alcoholic-beverage service.

Median annual sales per full-time-equivalent employee in 1988 were $40,414—the highest among the four restaurant categories.

☐ *Cafeterias.* Cafeteria survey participants had a median of 13.8 full-time-equivalent employees. These establishments experienced an average daily seat turnover of 2.3, with median food sales of $2,520 per seat and alcoholic-beverage sales of $223 per seat. Median annual sales per full-time-equivalent employee were $38,499.

—Hudson Riehle

How to order the report

A copy of *Restaurant Industry Operations Report—1989 (CS959)* is available to association members for $36 and to nonmembers for $72. This includes shipping and handling charges (overseas orders require a 20 percent surcharge). All orders must be prepaid.

You may order by sending a check or money order to the National Restaurant Association Publications Department, 1200 17th St. N.W., W[illegible]ngton DC 20036. [illegible] credit-card orders, call the association's information service and library between 9:00 a.m. and 5:00 p.m. (Eastern Standard Time) at 1-800-424-5156 or (202) 331-5960 in Washington DC.

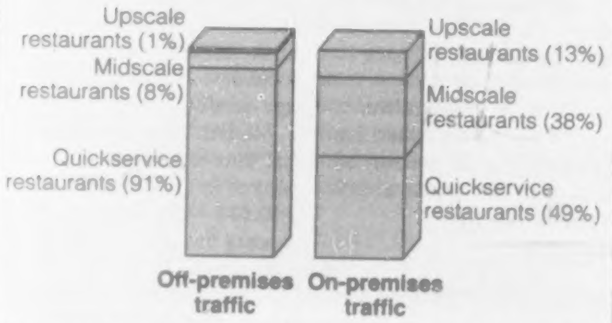
Off-premises traffic growth is slowing

Since 1984, the off-premises market—carryout, drive-thru and delivery—has been the driving force behind growth in the restaurant industry, outpacing on-premises growth. In 1984, off-premises restaurant traffic accounted for 39 percent of industry traffic. By 1988 the off-premises segment had jumped to 45 percent. However, recent CREST data suggest that the rate of growth in the off-premises market is slowing down.

In the spring quarter of 1989, off-premises traffic dropped for the first time since 1979—declining by more than 1 percent, compared with the spring quarter of 1988. (On-premises traffic declined by 2 percent during that same period.) Declines in traffic at the two largest off-premises segments, carryout (down 3 percent) and drive-thru (down 1 percent)—which together accounted for 92 percent of the industry's off-premises traffic in 1988—were behind the downturn. (See the CREST quarterly report in this issue for additional details.)

Restaurant traffic* by industry segment, 1988

Quickservice restaurants dominate the off-premises foodservice market



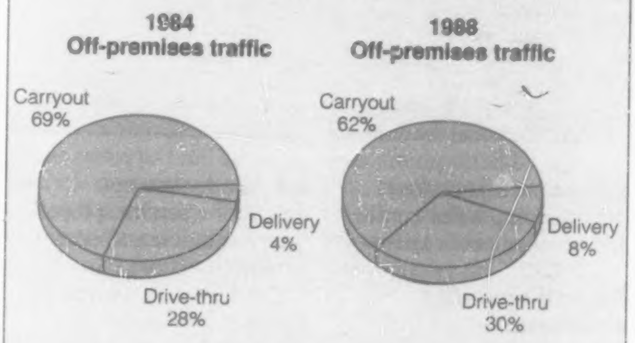
**expressed as percent of total industry on and off-premises traffic*

Source: NPD CREST Annual Household Report, 1988

The slowdown began in 1988, when traffic counts grew but at substantially lower rates than in previous years. Off-premises traffic, which had been growing at a 7 percent rate in 1986 and 1987, gained only 4 percent in 1988. Carryout traffic growth was just under 2 percent in 1988, lower than the 4 to 5 percent growth it had registered in 1986 and 1987. Drive-thru traffic, which was up 9 percent in 1986 and 10 percent in 1987, increased a smaller 6 percent in 1988. Even delivery, the smallest and fastest-growing off-premises market, slowed from 30 percent in 1986 to a lower 18 percent in 1987 and 11 percent in 1988.

Off-premises restaurant traffic,* by type

Drive-thru and delivery accounted for a higher percentage of off-premises traffic in 1988 than in 1984



*expressed as percent of total off-premises traffic

Note: May not add to 100 pecent due to rounding

Source: NPD CREST Annual Household Reports, 1984 and 1988

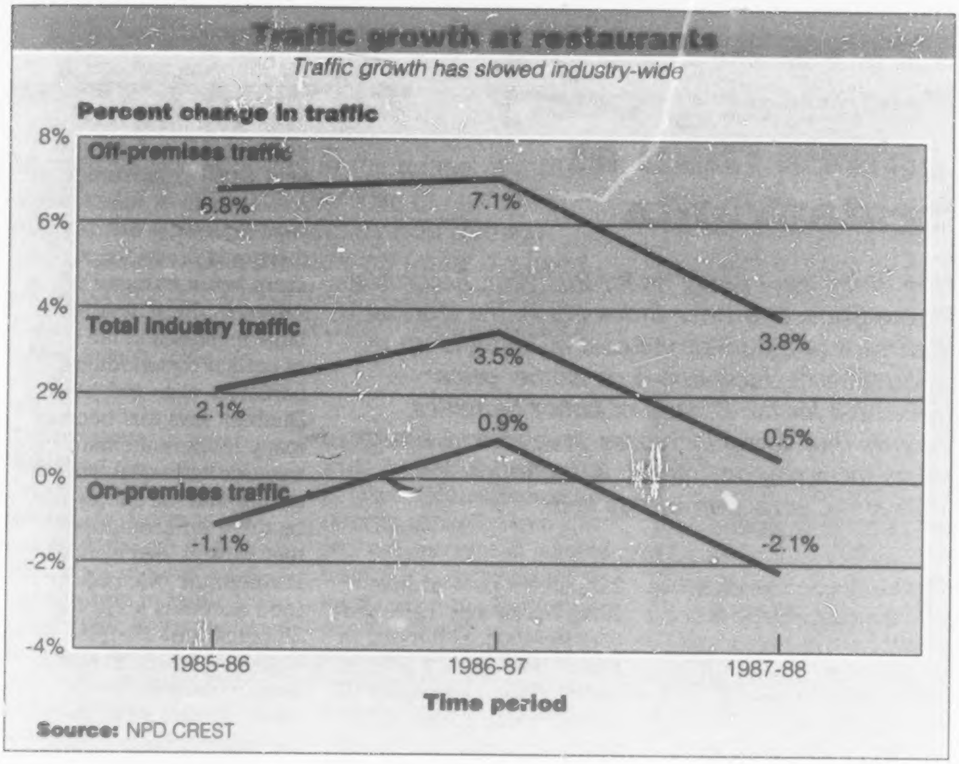
Quickservice—still the dominant force

Although more midscale and upscale restaurants have started to offer carryout and delivery service, the off-premises market remains dominated by quickservice restaurants. In 1988, 91 percent of off-premises traffic was from quickservice eateries. In comparison, quickservice establishments accounted for less than half (49 percent) of the industry's on-premises traffic.

The quickservice segment is almost exclusively responsible for drive-thru traffic (98 percent of the total), delivery business (95 percent of the total) and carryout traffic (87 percent of the total).

Both pizza and hamburger restaurants are major forces in off-premises consumption.

Both pizza and hamburger restaurants are major forces in off-premises consumption. Pizza restaurants accounted for 87 percent of total delivery traffic in 1988 and had the largest single share (almost 20 percent)



Traffic growth at restaurants

Traffic growth has slowed industry-wide

Source: NPD CREST

of total carryout traffic of any type of restaurant. Hamburger restaurants also contributed a large share to carryout traffic (16 percent of the industry total) and drive-thru traffic (60 percent of the industry total). Other quickservice restaurants, such as other sandwich restaurants, chicken restaurants, and ice-cream restaurants, also contributed to drive-thru and carryout traffic.

> ***In the spring quarter of 1989, off-premises traffic dropped for the first time since 1979.***

—Nancy Michalski

Why people choose carryout and delivery

In order to understand the popularity of takeout and delivery, it is crucial to understand why patrons choose to consume food off-premises rather than stay and dine at a restaurant. A National Restaurant Association study, *Dinner Decision-Making*, provides some insights into this question. Survey results indicate that a "craving" for a certain type of food, as well as the need for convenience, played a part in consumers' decisions to use carryout and delivery.

Carryout characteristics:

☐ Of adults surveyed, 59 percent said they had used carryout at least once in the preceding 30 days. Those under 30 years of age, single adults and households with children were the most frequent users.

☐ The average party included 3.1 persons, and the median check was $9.48. Coupons were used on 31 percent of carryout occasions.

☐ Carryout occasions happened most frequently between 5 and 7 p.m. and were evenly distributed throughout the week, with a slightly lower incidence on Saturdays.

☐ The decision to use carryout was spontaneous. On six out of 10 carryout occasions, the decision to use carryout was made less than one hour ahead.

☐ Almost two out of three (64 percent) carryout occasions were from fast food restaurants, with hamburger, chicken and pizza outlets being among the most frequently mentioned establishments. Asian restaurants were also popular.

☐ According to survey respondents, the most important restaurant attributes of the carryout occasion were speed of service, price range, value and food quality.

Delivery characteristics:

☐ More than one out of five survey participants (22 percent) reported using home delivery of restaurant food at least once within the 30 days before the survey.

☐ Delivery was popular with singles, households with children, people under age 30, those between 30 and 39 years of age and households with annual incomes between $20,000 and $45,000.

☐ Home delivery was most popular on Fridays after 6 p.m., and pizza was the top delivery item.

☐ The average party for delivered food included 3.3 people, and the median check was $11.89. Coupons played an important part in delivery, since they were used on almost half (44 percent) of all delivery occasions.

☐ The decision to use home delivery was spontaneous. Two out of three (66 percent) people who used home delivery made the decision to do so less than one hour in advance.

☐ Attributes that were most important to those who used delivery included speed of service and food quality.

Double drive-thrus

Double drive-thrus reached 1 percent of the total U.S. household population during an average two-month period in 1988, according to a special study by CREST. *Other findings:*

☐ Double drive-thrus are popular with singles, working parents, single parents and "dinks" (double-income households with no kids), individuals between 18 and 34 years old, and those with a household income below $20,000 per year. Double drive-thrus are less popular with children under 17, people 50 and older, and those earning more than $30,000 a year.

☐ More than half (52 percent) of double-drive-thru traffic was at supper, compared with 37 percent of total hamburger-restaurant traffic. Hamburger restaurants in general showed a higher percentage of lunch traffic.

☐ Consumers who ordered from double drive-thrus showed almost identical consumption patterns to those who ordered food from hamburger-restaurant drive-thrus. Almost four out of 10 lunch patrons consumed food at home, with roughly the same percentage eating the food in the car. At dinner, six out of 10 ate the food at home.

☐ The average per-person check (excluding breakfast and morning snacks) for double drive-thrus was $2.15, less than the average check at both hamburger-restaurant drive-thrus ($2.33) and total hamburger restaurants ($2.47).

☐ The average per-person lunch check in 1988 was $1.99 at double drive-thrus, $2.43 at hamburger-restaurant drive-thrus and $2.55 for total hamburger restaurants. At dinner, the average per-person check was $2.41 at double drive-thrus, $2.51 at hamburger-restaurant drive-thrus and $2.62 for all hamburger restaurants.

Source: NPD CREST

Prices are rising faster at grocery stores than at restaurants

The dollar isn't going as far this year. According to the Consumer Price Index (CPI), the leading indicator of inflation, the cost of living is up in 1989. Patrick Jackman, a consumer-price specialist for the Bureau of Labor Statistics, reports that sharp increases in food and energy costs were responsible for the inflation hike during the early part of this year.

The sharp increase in the cost of food is not as apparent at restaurants as at grocery stores. When compared with prices through the first six months of 1988, the price of food through June 1989 was 7.4 percent higher at grocery stores (CPI for food at home), but only 4.6 percent higher at restaurants (CPI for food away from home).

Last summer's drought undoubtedly contributed to the sharper increase in grocery-store prices. Grocery-store prices were rising at a 2.8 percent pace in June 1988; but by July 1988, grocery-store prices jumped to a level that was 4.6 percent higher than in July 1987. After July 1988, grocery-store prices continued to register between 5.6 and 8.1 percent higher than in the corresponding month of the previous year.

Denis Dunham, a specialist on consumer-food prices at the United States Department of Agriculture (USDA), says the price of food at grocery stores has also been influenced by increased costs for packaging, shipping and energy.

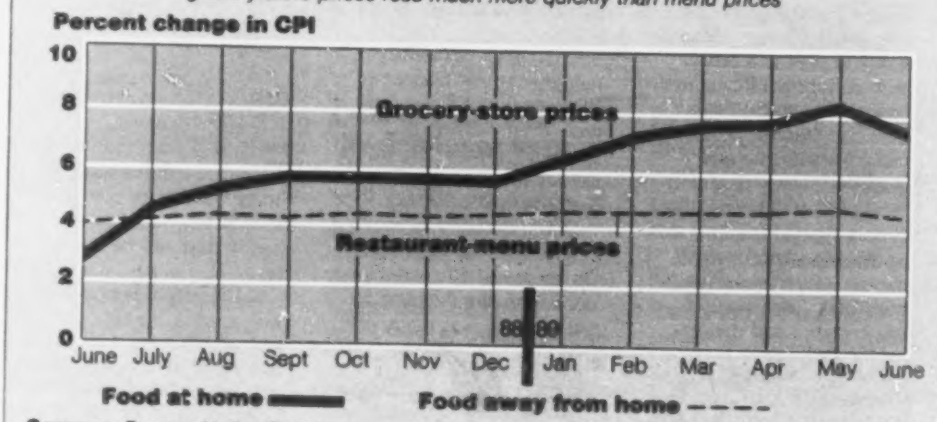
Menu prices, on the other hand, have been up between 4.2 and 4.6 percent when compared to the same month of the previous year. Following the drought, there was no evidence of a sharp boost in menu prices. Although there have been large increases in the cost of certain commodities, in particular eggs and poultry, Dunham says that because many restaurant chains contract for large quantities to ensure that the supply will be there for promotions, they lock in lower prices. Furthermore, the cost of food accounts for just 30 to 35 percent of the price of menu items sold in restaurants, compared to between 75 and 80 percent of the price of items sold in grocery stores.

Although USDA projects a slowdown in food-price gains through the final two quarters of the year, early estimates project a 5 to 7 percent increase in grocery-store prices for 1989, and a slightly lower 4 to 6 percent rise in menu prices.

—Nancy Michalski

What is happening to food prices in 1989?

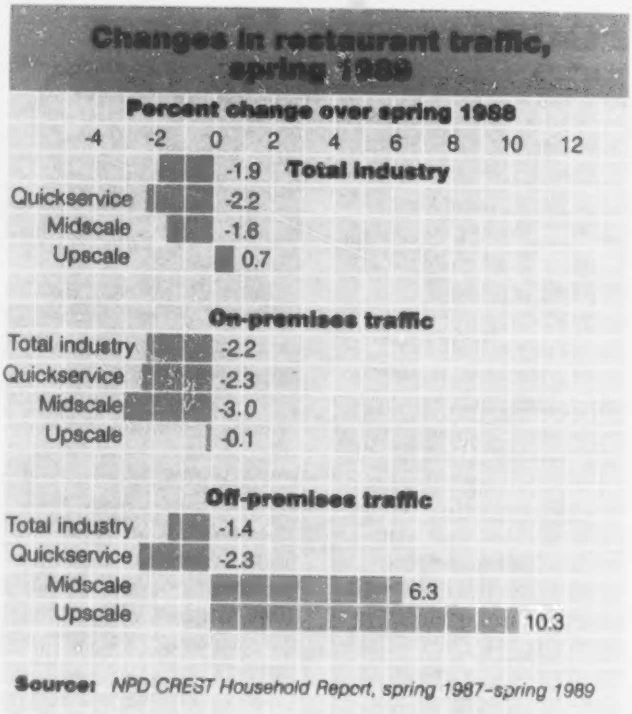
For the first six months of 1989, grocery-store prices rose much more quickly than menu prices



Source: Bureau of Labor Statistics

CREST report—1989 spring quarter

After a positive showing in the winter months, including a 2.1 percent increase in customer counts, the restaurant industry had a tough spring quarter. Overall industry traffic declined 1.9 percent from spring 1988 levels, resulting primarily from the first declines in quickservice traffic since 1982.

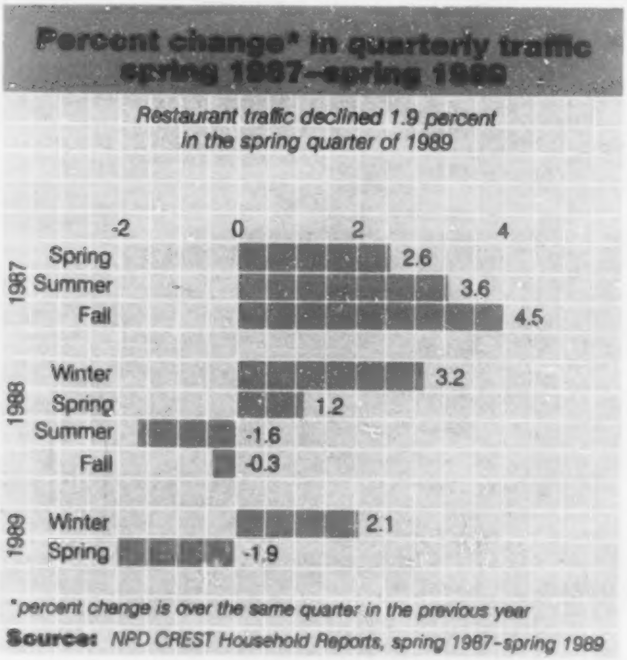

Changes in restaurant traffic, spring 1989

Source: *NPD CREST Household Report, spring 1987–spring 1989*

Upscale restaurants fared the best in the spring quarter, posting a 0.7 percent rise in customer counts. Although midscale restaurants showed a 1.6 percent drop in traffic from spring 1988, it was the lowest rate of decline in the past four quarters. Quickservice eateries were hit the hardest, with a surprising 2.2 percent fall-off in customer counts.

Perhaps more surprising than the drop in quickservice traffic was the downturn in off-premises traffic. Again, the industry-wide decline of 1.4 percent in takeout counts could be directly attributed to a 2.3 percent decrease in takeout from quickservice establishments. Showing a strong positive growth in the off-premises market were both upscale (up 10.3 percent) and midscale restaurants (up 6.3 percent).

On-premises industry traffic continued to decline in the spring quarter, falling 2.2 percent from spring 1988 levels. All three segments showed decreases in on-premises traffic, with midscale restaurants showing the largest decline (3.0 percent).


Percent change* in quarterly traffic spring 1987–spring 1989

**percent change is over the same quarter in the previous year*

Source: *NPD CREST Household Reports, spring 1987–spring 1989*

Of the three meal periods, only lunch did not see setbacks in customer traffic in the spring quarter, posting a 0.8 percent growth in customer counts. Breakfast traffic was hardest hit, witnessing a sharp 5.7 percent drop in customer traffic; dinner volume declined a lesser 1.6 percent. On-premises traffic fell at both breakfast (down 4.9 percent) and dinner (down 3.7 percent), but lunch traffic remained unchanged from spring 1988. Of the three meal periods, breakfast saw the only drop in off-premises traffic this quarter—down a hefty 7.0 percent. Both lunch and dinner showed gains in off-premises traffic for the quarter—up 2.1 percent and 0.7 percent respectively.

Along with the decline in customer traffic came a drop in deal usage. Promotions were used on 16.7 percent of all occasions in spring 1989, down from 17.4 percent in spring 1988. Quickservice establishments led the segments in deal usage. In spring 1989, promotions were used on 19.0 percent of occasions at quickservice restaurants, 12.4 percent of occasions at midscale restaurants and 11.9 percent of occasions at upscale restaurants.

The average per-person check size for the 1989 spring quarter was $3.79—up 4.1 percent from $3.64 in the spring 1988 quarter. Quickservice restaurants recorded the largest gain in per-person check size, 5.2 percent, to $2.81. The check size at midscale restaurants advanced 3.4 percent to $4.60, while upscale restaurants showed the lowest increase in per-person check size—rising 1.1 percent to $9.33.

Foodservice Market Measure—July 1989

According to the Foodservice Market Measure, there was a significant increase in the proportion of adults who were foodservice patrons on a typical day in July 1989, when compared to patronage in July 1988. Although last year's patronage may have been unusually low because of very hot weather in some areas of the country, the year-to-year gain demonstrates strength in on-premises business, which has not occurred in some months. The dampening influence of last July's unusually hot weather is seen in regional data, which show significant gains from July 1988 to July 1989 in the East and South—both of which experienced record heat last July.

The proportion of adults who ate on the premises of a foodservice establishment on a typical day in July 1989 approached 33 percent, the highest level reached since the Market Measure began in June 1988. Dinner patronage was also at a record high—25 percent; and 17 percent of the respondents reported eating dinner on the premises—an increase from recent months.

Although on-premises business was enjoying its best month since the Market Measure began tracking patronage, the proportion of adults who purchased takeout was off slightly in July from the April to June 1989 period. Nevertheless, 18 percent of adults reported purchasing food for carryout or delivery in July 1989, which is higher than the proportion who did so last July.

Off-premises patronage for lunch also reached its highest level in July 1989, when 8 percent of adults reported being carryout customers.

On-premises patrons

Data collected from June 1988 to May 1989 clearly show which consumers have the greatest propensity to eat on premises on a typical day:

☐ men (33 percent),

☐ college graduates (34 percent),

☐ those with an annual income of $40,000+ (37 percent),

☐ whites (30 percent) and

☐ women employed full time (30 percent).

The most popular days for on-premises patronage are:

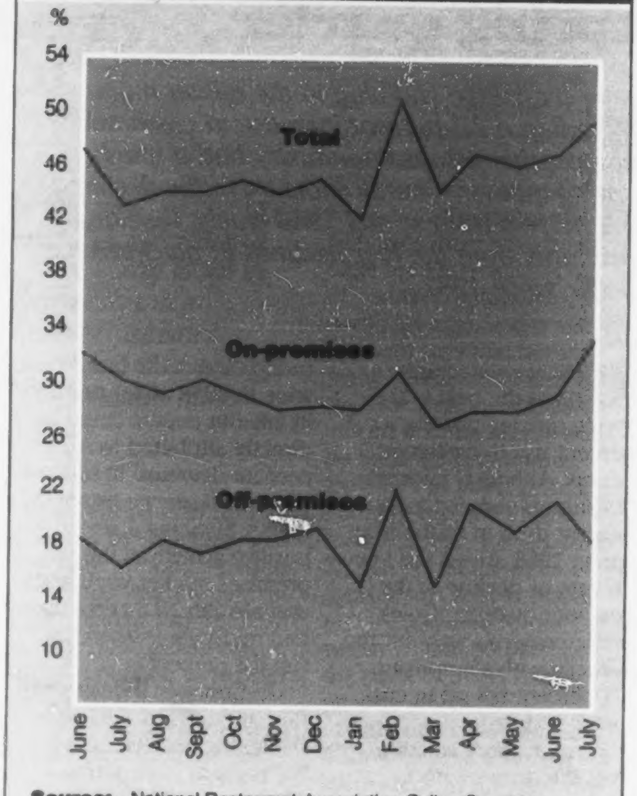
☐ Friday (35 percent),

☐ Saturday (32 percent) and

☐ Thursday (30 percent).

—Susan Mills

Percent of adults who were foodservice patrons on a typical day



Source: National Restaurant Association Gallup Survey

Percent of adults who were on-premise patrons on a typical day in July 1988, June 1989 and July 1989

Meal period	July 1988	June 1989	July 1989
Breakfast	6%	3%	4%
Lunch	14	14	15
Dinner	16	13	17
Snack	1	1	2
Total	**30%**	**29%**	**33%**

Source: National Restaurant Association Gallup Survey

Foodservice Market Measure

The Foodservice Market Measure is based on 1,000 telephone interviews, conducted by the Gallup Organization each month, with a nationally representative sample of adults age 18 and older. Each person is asked the same questions:

1. Which of the following did you do yesterday?

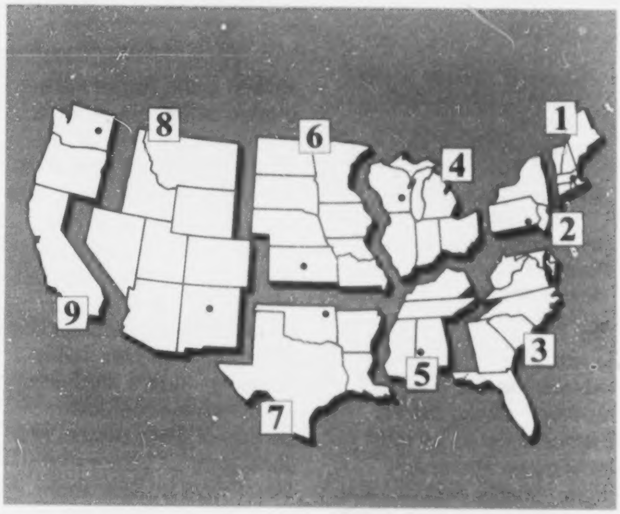
☐ Ate on the premises of a restaurant, fast food place, cafeteria or any other place where you purchased a meal or snack,

☐ Purchased takeout food "to go" or had it delivered.

2. Was the food you ate on premises yesterday for breakfast, lunch, dinner or a snack?

3. Was the takeout food you purchased or had delivered for breakfast, lunch, dinner or a snack?

The monthly tracking of purchases is supplemented by quarterly inquiries on topics of industry interest.



1 NEW ENGLAND

Location: Cambridge, MA
Association member: Frank Weissbecker
Operation: Harvard University Dining Services
Profile: University foodservice
In business: 59 years
Meals served: Breakfast, lunch, dinner

Harvard University's dining service operates dining rooms in 13 residence halls, a freshman dining hall and the Faculty Club. That adds up to 14,000 meals a day or four-and-a-half million meals a year—quite a change from 353 years ago, when Harvard's handful of students slept, ate and went to class in a single building.

What do Harvard students eat? Director of dining services **Frank Weissbecker** says they like ethnic foods, especially pasta, pizza, salads and peanut butter. The taste of the faculty, on the other hand, runs to traditional foods, such as the club sandwich at lunch.

The service does a large catering business—from student and faculty events to weddings. But finding workers is difficult in the labor-short Boston area; students are often reluctant to work because they're afraid it will take time away from studies.

2 MID-ATLANTIC

Location: Gettysburg, PA
Association members: Leann, Allan, Andy and June Larson, Colleen Sease, Clara Newell
Operation: General Lee's Family Restaurant
Profile: Upscale family restaurant
In business: 25 years
Seats: 104
Meals served: Breakfast, lunch, dinner

On the edge of the Civil War battlefield and next door to the house used by Robert E. Lee as his headquarters is General Lee's Family Restaurant. It was formerly a Dutch Pantry, but now it is independently owned, attracting tourists and locals. "Business is increasing constantly," says assistant manager **Clara Newell.**

The decor features antique farm tools and cooking utensils and pictures from the Civil War, including a large portrait of Lee, which hangs over the fireplace in the main dining room. An old stove also adds to the ambiance, but it has a practical purpose as well—it keeps the house specialty warm, a hearty ham-and-bean soup. Other dishes reflect the Pennsylvania Dutch heritage of the area. There is a Down Home Chicken Pot Pie, a house salad with a sweet-sour dressing and apple dumplings.

For health-conscious diners, there are special items on the menu, and the kitchen will cook any dish to order for those with dietary restrictions.

3 SOUTH ATLANTIC

Location: Washington, DC
Association members: Christina Lopez-Guerra, Ruth Romero
Operation: El Bodegon
Profile: Fullservice Spanish restaurant
In business: 26 years
Seats: 100
Meals served: Lunch, dinner

The Spanish restaurant El Bodegon is in an old row house on Washington's Dupont Circle, a busy midtown hub of shops, restaurants and businesses. Diners can choose the downstairs dining room, quiet and softly lit with candles, or the smaller, brighter upstairs room. There is also a bar, decorated with tiles and wood. Strings of garlic, red peppers and Spanish hams hang from the ceiling.

To begin a meal, or for grazing, there are about 20 tapas—from *calamares fritos* (fried squid) to *gambas al ajillo* (shrimps with garlic). Soups include gazpacho and *sopa de ajo* (garlic soup). There are two versions of paella, the traditional *paella a la Valencia* with seafood, chicken and saffron rice, and *paella del Rey*, which substitutes lobster for the chicken. Parties of eight or more can order ahead for a feast of roast suckling pig. Desserts include two kinds of flan, and an extensive wine list offers Spanish wines and sherries. To further please Spanish aficionados, a flamenco dancer and guitarist entertain six nights a week.

"Business has been wonderful," reports manager **Ruth Romero.**

4 EAST NORTH CENTRAL

Location: Waukesha, WI
Association members: Hans Sr., Hans Jr. and Jack Weissgerber
Operation: Weissgerber's Gasthaus
Profile: Midscale restaurant featuring German cuisine
In business: 5½ years
Seats: 180
Meals served: Lunch, dinner

Customers enjoy the food and atmosphere of Germany when they visit Weissgerber's Gasthaus. The building resembles a German chalet, with painted murals on the walls both inside and out, stained-glass windows and a profusion of blooming flowers during warm-weather months. Although the menu offers American foods as well, the favorite dish is found on the German half of the menu—the Gasthaus Platter, with a sampling of *Kasseler Rippchen* (smoked pork loin), *rouladen* (stuffed meat roll) and bratwurst, served with spaetzle and a choice of red cabbage or sauerkraut. Dessert lovers can select hot apple strudel with cinnamon ice cream, Black Forest cherry torte, a double Bavarian chocolate torte or a German fruit torte. There is an extensive wine list and an 82-item beer menu with imported and domestic selections.

Although regular customers don't visit the restaurant as often in the summer because they like to take part in the ethnic festivals held regularly in Milwaukee, which is 20 minutes to the west, business continues to grow, says business manager **Donna Baldwin.** Private-party business makes up for any drop in regular attendance.

5 EAST SOUTH CENTRAL

Location: Mobile, AL
Association members: Katie Kordomenos, Nick Catranis, George Catranis
Operation: Korbet's
Profile: Midscale fullservice restaurant
In business: 40 years
Seats: 200
Meals served: Breakfast, lunch, dinner

Korbet's owner **Nick Catranis** is Greek, and there are a few Greek dishes on the menu, but the restaurant specializes primarily in Southern dishes and fresh seafood from the nearby Gulf.

Korbet's is in a mid-town location—between downtown and the malls on the edge of town—and Catranis depends on his local following for most of his business. Although Catranis reports that this hasn't been one of his better years because of the slow economy, he is looking forward to more business once the Navy bases some of its ships in Mobile during the next two years.

6 WEST NORTH CENTRAL

Location: Great Bend, KS
Association members: Loren Unruh, Robert Givens
Operation: Black Angus Steak Ranch
Profile: Midscale steak restaurant
In business: 19 years
Seats: 200
Meals served: Breakfast, lunch, dinner

In order to compete with two steakhouse chains in his town, owner **Loren Unruh** believes he must offer a bigger menu and higher-quality cuts of meat. His 100-item salad bar, for example, includes much more than salads—hot foods, potatoes, soups and ice cream—and his steaks come in eight sizes and varieties.

It's natural that steak would be popular in the Central Kansas area, where cattle ranches abound. Oil and farming are the other big businesses. The effects of the oil slump and drought are still being felt, but things seem to be picking up, says Unruh, especially for the farmers who are hoping for a good fall wheat crop after some abundant summer rains.

7 WEST SOUTH CENTRAL

Location: Tulsa, OK
Association members: Howard and Sandra Smith, Linda Phillips
Operation: S & J Oyster House Incorporated
Profile: Company owning three fullservice restaurants
In business: 6 years
Seats: 150 to 200
Meals served: Lunch, dinner

At its two restaurants in Tulsa and one in Kansas City, S & J Oyster House tries to recreate the food, atmosphere and sounds of New Orleans. Cold spiced shrimp is the restaurant's biggest seller, but oysters, clams and mussels in season also draw customers to the raw bar. A Cajun-Creole section of the menu lists etouffee, barbecued shrimp, andouille—a Cajun sausage on a French roll with tomato, onion, lettuce and the resturant's own Louis dressing—and a muffuletta sandwich—a seafood po'boy of fresh oysters and shrimp on a French roll. Mardi Gras posters and blues and zydeco music further set a Louisiana tone.

Business is good, reports manager **Linda Phillips,** especially at the Tulsa restaurants since outdoor patios were added.

8 MOUNTAIN

Location: Albuquerque, NM
Association members: Charlie and Shirley Villa; Phyllis Ables
Operation: High Noon Restaurant and Saloon
Profile: Upscale, fullservice restaurant
In business: 15 years
Seats: 95
Meals served: Lunch, dinner

Owners **Charlie** and **Shirley Villa** spent eight years renovating the building that houses their upscale restaurant in the city's Old Town, a gathering spot for tourists. During that time, they also acquired the many objects that make their restaurant unique. The eclectic collection includes wooden statues of saints, Indian rugs and large wooden sand-cast wheel molds that decorate the bar. In one dining room hang photos of all who were involved in the renovation—dressed in old-West regalia.

The house specialty is a pepper steak—peppercorns pounded into a steak, which is then served with a sauce of veal stock and brandy reduced with heavy cream. Tableside service includes flambeed dishes such as steak Diane and bananas Foster.

The restaurant also runs an off-premises catering business, preparing the party food at dawn in the restaurant kitchen so as not to interfere with regular meal preparation.

The High Noon is feeling the effects of the area's sluggish economy as well as the competition from an ever-increasing number of area restaurants, "but I'm making it," says manager **Phyllis Ables.**

9 PACIFIC

Location: Spokane, WA
Association members: David Peterson, Mike Cowen
Operation: The Arctic Circle
Profile: Franchise fast food restaurant and drive-in
In business: 5 years
Seats: 256
Meals served: Lunch, dinner

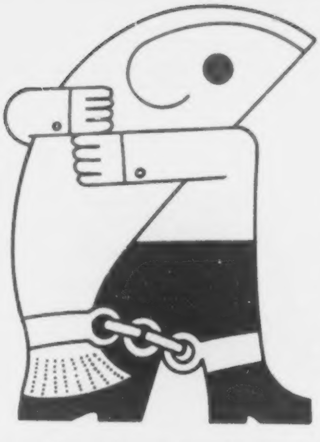
Because it began as an ice-cream store, the restaurant was named to suggest frigidness. Although the Arctic Circle still claims to serve the best shakes in town—from summer strawberry to wintertime huckleberry—now it also features hamburgers and french fries that come with a tomato sauce.

Owner **David Peterson** has set his store apart from other franchise Arctic Circles in the West by adding a back-lit awning to the exterior and remodeling the interior. As a result, business is up 20 percent, he says.

—Julie Fintel

FOODFORTHOUGHT

The great salmon caper



Here's a story about the one that didn't get away.

Steven Himelfarb, owner of Epicured Smoked Fish Inc. of Montgomery County, Maryland, got a call from a man who said he worked for Phillips Harborplace, a popular seafood restaurant in Baltimore. When he ordered 100 pounds of smoked salmon, Himelfarb immediately smelled something fishy. An order for expensive smoked salmon was definitely out of the ordinary for Phillips, which serves more traditional seafood dishes such as flounder and crab. Himelfarb really got suspicious when the buyer called back to increase the order to 150 pounds—worth $1,800 wholesale. Before the order was to be picked up, Himelfarb called Phillips and, as he suspected, the company hadn't ordered the fish. He called the police.

Officer Marvin Thomas wanted to call in a detective, but there wasn't enough time before the fish-thief was due to arrive. Himelfarb suggested Thomas go undercover himself. The officer donned a long white delicatessen smock and hip boots to disguise his uniform. The "sale" went very smoothly, with Thomas looking on. The phony Phillips buyer signed for the order using an assumed name and then turned to Thomas and asked him to help him carry the fish to his truck. Thomas happily obliged and then arrested the salmon-nabber on the spot.

—The Washington Post

Racing to the table

At the New England Culinary Institute in Montpelier, Vermont, the students give new meaning to the term "a movable feast." Twice a year the students compete in quadrathlons—four-part competitions that combine their culinary and athletic skills—in the interest of encouraging physical fitness. The students break into teams with five members: a runner, a biker, a food server and two cooks. The biker kicks off the race by tackling a 6 to 8-mile course while carrying a bag of groceries. The biker hands off to a prep cook who slices, dices and sautes. The runner carries the prepped food two-and-a-half miles to the school's catering kitchen, where the fourth team member cooks the meal (providing any food made it to this stage). The last member serves the finished meal to a team of faculty judges.

The race takes anywhere from one to three hours to complete, and each team is graded on speed, quality of the food, service and cleanup.

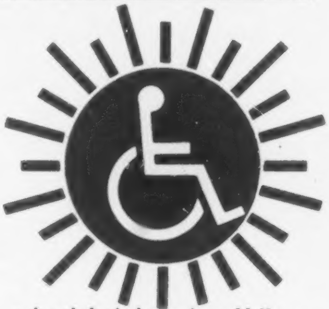
—Games Magazine

How sweet it will be

Twenty years ago, the artificial sweetener cyclamate was banned due to a study that linked it to the growth of tumors in rats. In February of this year, the National Cancer Institute released a report stating that laboratory monkeys who have been fed large amounts of cyclamate every day for 17 years have suffered no ill effects. This report renewed the controversy that surrounded the ban on cyclamate from the beginning, when scientists questioned the original study's validity and criticized the Food and Drug Administration for buckling under political pressure to ban the substance without appropriate scientific support. The Food and Drug Administration now admits that the decision to ban cyclamate was a mistake and the sweetener is expected to be reapproved for distribution this year, joining NutraSweet and Sunette, the trade name for Acesulfame K.

—The Washington Post

The symbol that says "welcome"



Everyone is familiar with the international wheelchair symbol that designates accessibility for the disabled. Restaurateurs commonly use the symbol on their front doors, in parking spaces, on bathroom stalls or for other special accommodations for the physically challenged. But why not use the symbol in your advertising to let disabled customers know that you welcome their patronage? The wheelchair logo in a Yellow Pages ad, for example, would quickly target a very responsive audience—those who appreciate your establishment's willingness to accommodate their needs.

—Handicapped Employment Programs, National Restaurant Association

From pecan logs to prayer books

Although there have been churches converted into restaurants, seldom does it happen the other way around. But that's the way it's happening in Mercer, Pennsylvania. Because the state prison located in Mercer was the only prison in the state that did not have a chapel, a local minister spearheaded a movement to remedy the situation. The fund-raising committee decided to renovate an abandoned Stuckey's restaurant because its characteristic roof arches seemed to be perfectly suited for a chapel. The restaurant, which sold for $20,000, was moved to the prison site, where work is now underway to transform it into a place of worship for the prison's 700 inmates.

—Philadelphia Inquirer

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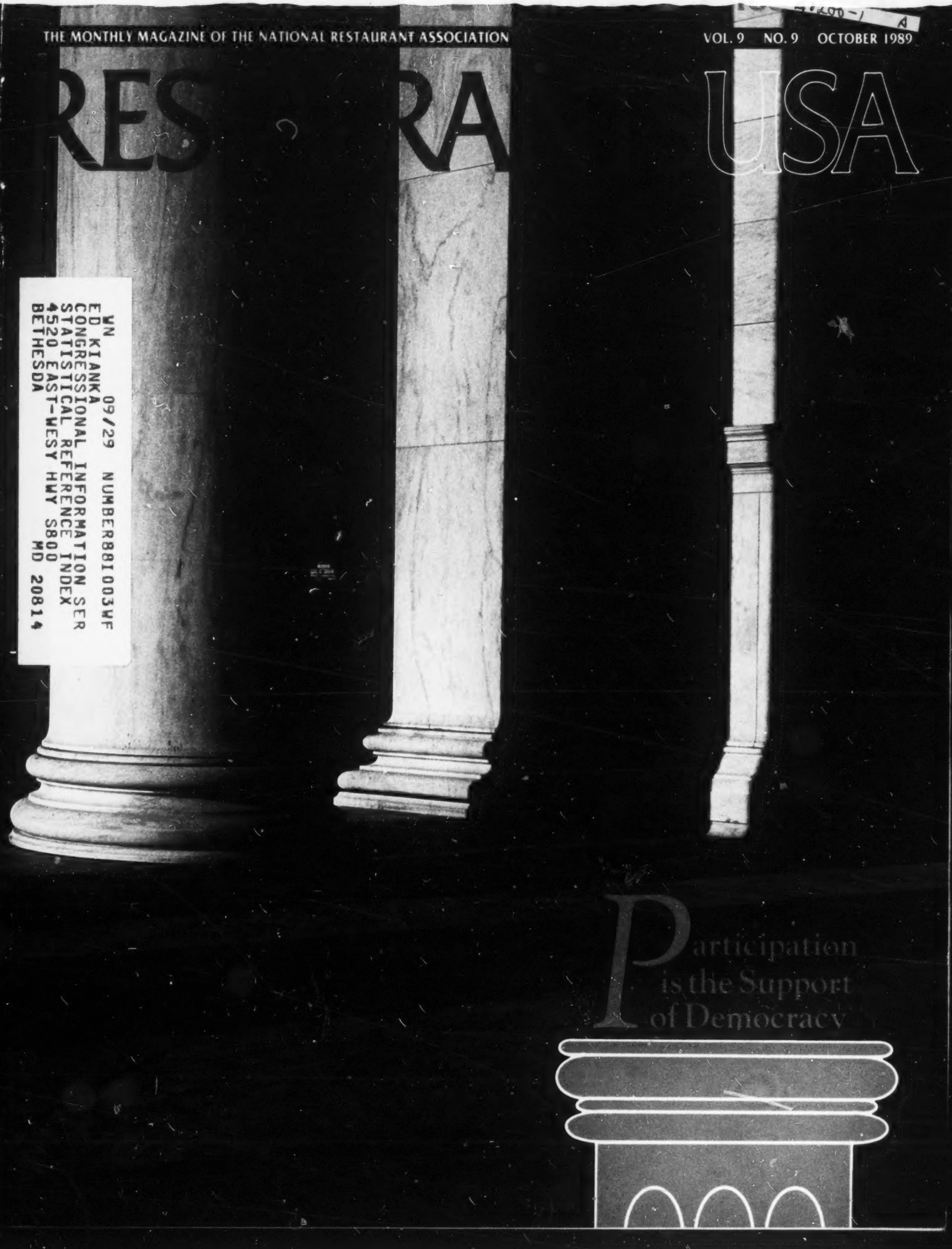

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10/16	Phoenix, AZ
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11/9	Orlando, FL
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12/6	Nashville, TN

Kitchen Management

10/16	Phoenix, AZ
10/30	Minneapolis, MN
10/31	Detroit, MI
11/6	Philadelphia, PA
11/7	Atlanta, GA
11/8	Tampa, FL
11/13	Dallas, TX
11/14	Houston, TX
11/15	Chicago, IL
11/20	Nashville, TN
12/4	Portland, OR
12/6	Seattle, WA

Foodservice Management Courses

Banquet Management

10/17	Portland, OR
10/18	Spokane, WA
11/6	San Francisco, CA
11/7	Los Angeles, CA
12/4	Dallas, TX
12/5	Minneapolis, MN

Food Cost Management

10/17	Minneapolis, MN
10/18	Milwaukee, WI
10/25	Louisville, KY
10/26	Tampa, FL
11/14	Los Angeles, CA
11/15	San Francisco, CA
11/28	Baltimore, MD
11/29	Pittsburgh, PA

Fighting the Labor Crisis

10/23	San Diego, CA
10/24	San Francisco, CA
10/25	Los Angeles, CA
10/25	Chicago, IL
11/1	Detroit, MI
12/5	Louisville, KY
12/5	Portland, OR
12/7	Seattle, WA

Off-Premises Catering

10/16-17	Pittsburgh, PA
11/6-7	Denver, CO
11/28-29	Chicago, IL
12/4-5	Orlando, FL

Profitability

10/16	Orlando, FL
10/17	Atlanta, GA
11/13	Portland, OR
11/14	Seattle, WA
12/4	Denver, CO
12/5	Phoenix, AZ

Successful Buffet Management

10/23	Charlotte, NC
11/13	Detroit, MI
11/14	Chicago, IL
12/4	Richmond, VA

Stop Theft

11/6	Chicago, IL

Takeout Delivers Profits

10/23	Chicago, IL

Note: *All Chicago seminars are held in The Educational Foundation's Conference Center at 250 S. Wacker Drive.*

For information, contact:
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If your company is interested in our in-house programs, call or write to the attention of Jeff Harrison at the above address.

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Management Information Systems

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10/18-20	Scottsdale, AZ

Quality Assurance

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For more information on specific study groups, contact: Philip Kralovec, (312) 853-2525.

The Executive Study Groups present semi-annual professional development programs for executives who would like to meet with their industry peers to share ideas and concerns. Executives in each of the aforementioned disciplines from member foodservice companies are welcome and encouraged to participate.

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The in-house training seminar, "Applied Foodservice Sanitation," is the newest addition to the nationally recognized sanitation certification program from the Educational Foundation of the National Restaurant Association.

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Twenty-one other foodservice topics–from the basics on up–are also available from the educational foundation in this format.

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PRESIDENT'S REPORT

Harris H. "Bud" Rusitzky, President
Serv-Rite Food Service and Consulting Corporation
Pittsford, New York

We have just completed another successful Public Affairs Conference in Washington. More than 400 of us, representing 44 states, met and talked to our congressional representatives about the issues facing the restaurant industry—issues such as minimum wage, mandated health benefits, the business-meal deduction and the FICA tax on tips.

[illegible] gather at Public Affairs Conference

Three days like these are worth a year of lobbying by the pros. Our legislators really want to hear what we, their constituents, have to say.

One of the most enjoyable parts of the Public Affairs Conference is always the Chef d'oeuvre reception, in which conference attendees mingle with members of the U.S. House and Senate and sample food prepared by some of Washington's leading restaurants. This year, 15 senators and 231 representatives attended what has become a popular social tradition.

17 committees met at board meeting

During the board meeting, which took place in conjunction with the conference, 17 committees met to discuss association policy and programs. Specific task forces also met to plan our opposition to mandated-health benefits, to oppose any possibility of the blood-alcohol level being lowered for official definition of intoxication and to consider ways to increase the flow of legal immigrants into this country to add to our labor force.

[illegible] jump on issues at the Solid-Waste Symposium, [illegible]

No less pressing is the nation's solid-waste problem, a topic very close to my heart. I encourage all of you to attend our association's Solid-Waste Symposium, to be held on January 9 in Washington DC. Solid waste is a problem that concerns everyone, but is of special concern to restaurateurs. Come to the symposium to get a jump on issues that will be facing you and your community in the near future—if not already—and to learn what specific action you can take to fight waste problems on your own turf.

Association takes more action to fight drunk driving

Last month I wrote that we had met with MADD (Mothers Against Drunk Driving) to discuss ways we could work jointly to combat drunk driving. We have had a second meeting with that organization, and at that meeting we agreed to work together on two proposals:

(1) We will urge states to pass reasonable penalties for minors using false IDs to buy alcohol, and we will recommend that IDs or drivers' licenses for those under 21 bear a profile photo of the owner, while IDs belonging to those older than 21 bear a full-face photo, thereby making it easier for servers to recognize who is not of legal drinking age.

(2) We will also work with MADD and the Harvard Alcohol Program to explore the possibility of developing a national designated-drivers' program.

Also in the alcohol-awareness area, our association has produced a four-page brochure that advises young people of situations that could lead to driving while intoxicated or to riding with people who are driving drunk. It suggests how to avoid the kind of peer pressure that could lead to such situations. The brochures have been delivered to the American Driver and Traffic Safety Educational Association, which will distribute them to driver education teachers in high schools throughout the country.

[illegible]

It now looks as though Congress will repeal Section 89, the controversial law requiring businesses to conduct costly tests on employee-benefit plans to prove there is no discrimination. If this happens, it will be due in large part to the grassroots effort of people in our industry working with other small-business owners to convince legislators that the bill is complicated, cumbersome and unworkable. We can, and we do, make a difference.

Disabilities act is
almost sure to pass

Coming up on the legislative agenda is the Americans with Disabilities Act (ADA), which gives the disabled legal protection against discrimination by employers and requires that public accommodations provide access to the disabled. Our association supports the concept of ADA but opposes the bill's ambiguous language and the extensive remedy provisions that could subject businesses to costly lawsuits. We also think Congress should be aware of the law's economic burden on businesses that must make costly adjustments to accommodate disabled employees and customers, and we are urging Congress to expand the existing tax credit for businesses that make these adjustments.

The House version of the bill, not yet approved, goes far beyond other civil-rights measures in the remedies it offers those who claim discrimination, including the possibility of punitive and compensatory court awards in lawsuits. The Senate's version, a vast improvement over the House bill, has already passed. It includes some amendments that partially lighten the burdens on businesses. President Bush is strongly in favor of ADA; the bill, in whatever form, is almost sure to be passed.

Check the new
"Catalog of
[illegible]

Either you have already received or will soon receive the latest "Catalog of Publications," a list of titles published by the National Restaurant Association as a by-product of its activities. Be sure to look through the catalog; you may well find books or videos that will be useful to you and your business.

[illegible] training
available through
the educational
[illegible]

Recent public attention has focused more than ever on food safety. We believe our industry must take a leadership position in meeting its responsibility to provide safe and wholesome food to customers. This knowledge and commitment should be a key part of each manager's job. Our association's educational foundation offers a certification program entitled "Applied Foodservice Sanitation." The program is available in several formats, including group study and seminars. For more information, call The Educational Foundation of the National Restaurant Association at 1-800-522-7578.

New members,
[illegible]

This month we welcome 90 new regular members to our association and the 850 who became members when their state associations joined our group. We hope you will work with us to further the interests of our industry by taking part in our programs.

Sincerely,

Bud Rusitzky

Harris H. "Bud" Rusitzky
President and Chairman of the Board

COVER STORY: PARTICIPATION IS THE SUPPORT OF DEMOCRACY

There is strength in numbers—and nowhere is this aphorism more true than in the political arena. When restaurateurs work together to fight legislation that will hurt their businesses, they are heard. Now is the time to get politically involved. This special political issue of ***Restaurants USA*** tells you how to get started.

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Sen. Trent Lott (R-MS)

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This year's Public Affairs Conference attracted 440 restaurateurs who came to hear and be heard on the issues that affect their businesses.

13 The best solutions are holistic, not simplistic
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15 Politically active restaurateurs speak out
This article profiles politically active restaurateurs and describes how they got started and how they stay involved. Don't miss the practical sidebars.

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19 Writing to get your point across
Although a face-to-face meeting with a government official or elected representative is the most effective way to communicate, the written word can also make quite an impression. Here are some pointers for getting your message down on paper—with panache.

Cover photo by Mark Segal

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Burger King offers tips for working moms

In conjunction with this year's Labor Day, Burger King Corporation introduced a radio series targeted to working moms. The five-part series, entitled "Fast Facts for Working Moms," featured specific tips and information designed to benefit women who work both in and outside the home. The series was distributed to radio stations throughout the country.

"At Burger King, we recognize working mothers as a significant consumer group, and we are sensitive to the issues they face every day," says Gary L. Langstaff, executive vice president, marketing, for Burger King Corporation in Miami.

Each program featured tips on a single topic, including day care, getting kids "back to school," time management, regular exercise and eating on the run. In the day-care spot, for example, the ad urged parents to observe the day-care setting for the teachers' attitudes and conduct towards the children, and the types and number of toys that are available. The ad also encouraged parents to make unexpected visits to the center and to ask kids daily what they did and what they ate.

In addition to the tips, the program included a fact sheet of statistics on working women provided by the U.S. Department of Labor Women's Bureau, 1988 Annual Averages and "Media targeting for the 90s," by R.H. Bruskin, 1986.

Kaiser Foundation is championing low-fat eating

The table knife is a more dangerous weapon than a stiletto. This may sound preposterous, but according to health experts at the Henry J. Kaiser Family Foundation, the table knife can be a health hazard because it is so often used to cut and spread high-fat foods. The message is one of four themes developed for a series of public-service announcements and is exaggerated to attract attention, especially the attention of those who have yet to be convinced of the connection between a high-fat diet and disease.

The message does not stop there. Consumers are encouraged to call a toll-free number for more information on low-fat eating. The brochure they receive after calling provides practical tips to help make low-fat eating an everyday habit.

If you want to see what they'll be getting, call 1-800-EAT-LEAN for the brochure, which includes tips for eating low-fat foods in restaurants.

Kaiser is also funding community-based education efforts on low-fat eating. Grant recipients in 10 communities across the country will be working to educate the local public on how to reduce fat in their diets. Four of these projects (in Baltimore, Las Vegas, Virginia and New York City) have restaurants operating among their target audiences.

New England Culinary Institute welcomes international students

***How to attract students from abroad.* Eight international students began their studies at the New England Culinary Institute in Montpelier, Vermont, this year. They come from Austria, Canada, Morocco, Mexico, Taiwan, the Philippines, Japan and the West Indies. These students looked for a strong support system, personalized attention and a low student/teacher ratio.**

Carl's Jr. introduces educational assistance

Carl's Jr.

Carl's Jr. is piloting a prepaid educational assistance program for its employees in nine California restaurants. If the program is successful, it may be expanded to the entire Carl's Jr. system.

The program pays the majority of costs up front for a student's college or school of choice, for both credit and/or noncredit courses, as long as the student fulfills the program's simple requirements. This benefit, based on the number of hours worked per week, is offered to both full and part-time employees and can be transferred to eligible family members. Employees working 10 to 15 hours per week receive up to $125 per term, those working 16 to 25 hours receive up to $225 and those working 26 or more hours receive up to $350. Regardless of the number of hours worked over the 10-hour minimum, the book allowance is $30 per term and the travel allowance is $25 per term.

Carl's Jr. developed the program jointly with Dr. Robert J. Kopecky of The Excellence Group, Inc., in Troy, Michigan. Dr. Kopecky works with Carl's Jr. to administer the program. Dr. Sal D. Rinella of California State University, Fullerton, will conduct research to evaluate the effect of the program.

A similar program has been tested by a Burger King franchisee in Detroit, and research by Dr. Rinella indicated that prepaid education incentives can reduce employee turnover, attract applicants, maintain high employee morale and raise productivity.

Eligible prepaid items include tuition, registration fees, lab fees, course fees and all mandatory fees associated with the selected classes—up to the amount authorized by Carl's Jr.

New York restaurateurs battle underage drinking

Many states make selling alcoholic beverages to minors an offense that can jeopardize an operator's liquor license. An increase in the use of false IDs increases the potential hazards for the operators, without, in many states, corresponding repercussions on the users of fraudulent or borrowed IDs. The New York State Restaurant Association has successfully fought to remedy this situation in New York.

The New York State Restaurant Association, in conjunction with the tavern and package-store associations, has focused its state legislature's attention on a growing industry problem: underage drinking.

According to New York State Restaurant Association Executive Director Fred Sampson, many restaurateurs, especially caterers, believe the current laws are not sufficient to discourage use of false documents, and to protect the restaurateurs. He maintains that the use of fake IDs is an obvious attempt to circumvent the laws prohibiting the sale or serving of alcohol to those under 21 years of age and adds that the practice places restaurateurs and their employees at risk.

"We were following the law—proofing. They (minors) would show us an altered ID, and we'd serve them," he reports. It wasn't until later, when the minor got into trouble, that the operator discovered the ruse, and whether he had proofed the minor or not was not a consideration in determining guilt or liability.

"It was the attitude of authorities that if you challenge a customer [to present an ID], there is doubt in your mind, and therefore you should be perceptive enough to detect a fraudulent ID. It's virtually impossible," Sampson says. This spring he and a group of New York restaurateurs were finally able to convince lawmakers that presenters of false IDs are a real dilemma for the industry.

One of their suggestions, which passed easily in both houses of the state legislature, made presentation of a false ID a violation of law, punishable by community service and/or a fine.

As stated in a letter from Sampson to Chairman Thomas W. Libous of the New York Committee on Alcoholism and Drug Abuse, "A signal must be sent to the underage population that they too must adhere to the laws of the state and that the use of fraudulent IDs does carry with it a penalty."

These penalties must be reasonable, argues Sampson, or they will not be enforced. He cites a statement by the National Restaurant Association that explains that many states already have laws to prohibit the use of false IDs but recommend such harsh penalties (such as major fines and lengthy imprisonment), that officials are hesitant to enforce them.

"We didn't feel offenders should go to jail, but they should be made to understand that they had violated the law," says Sampson. "We now also have a possession law that makes it illegal to have, as well as buy, alcohol if you are under 21," Sampson adds.

Another provision of the recently passed New York state law requires operators to post notice to customers that those underage or intoxicated shall not be served. The notice must also state the consequences of violating laws regarding presentation of fraudulent identification. Sampson believes the notice will alert underage customers and remind operators to continue being vigilant.

A companion provision makes it possible to revoke the driving privileges of an individual who loans a minor his or her license.

"We think this will be a deterrent, particularly in a situation where, for example, a brother would lend his license to a younger brother," Sampson explains.

The underage drinking problem

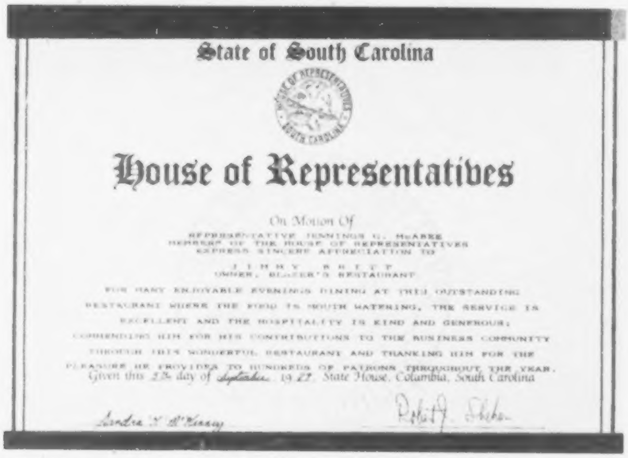
Recent studies have identified the broad scope of the underage drinking problem. According to a study in *Psychological Reports* magazine, 81 percent of underage college students use alcohol, while only 75 percent of students 21 and older use alcohol. A second study by Professor Angelo Gadaleto of West Chester University in West Chester, Pennsylvania, and Professor David Anderson of George Mason University in Fairfax, Virginia, revealed that 58 percent of student respondents report an increased use of false identification documents to purchase alcohol over the last three years.

California restaurateurs donate 10 tons of leftovers

OS ANGELES
EGIONAL
OODBANK
213) 234-3030

***No wasted leftovers.* More than 10 tons of food and a half ton of paper goods left over from the 1989 Western Restaurant Convention and Exposition were donated by the California Restaurant Association to the Los Angeles Regional Foodbank. Lora Blanchard, foodbank products donation manager, and Stanley R. Kyker, CRA executive vice president, were on hand to help volunteers load the trucks.**

A thank-you from the floor



State of South Carolina

House of Representatives

On Motion Of

REPRESENTATIVE JENNINGS G. McABEE
MEMBERS OF THE HOUSE OF REPRESENTATIVES
EXPRESS SINCERE APPRECIATION TO

JIMMY BRITT
OWNER, BLAZER'S RESTAURANT

FOR MANY ENJOYABLE EVENINGS DINING AT THIS OUTSTANDING RESTAURANT WHERE THE FOOD IS MOUTH WATERING, THE SERVICE IS EXCELLENT AND THE HOSPITALITY IS KIND AND GENEROUS; COMMENDING HIM FOR HIS CONTRIBUTIONS TO THE BUSINESS COMMUNITY THROUGH THIS WONDERFUL RESTAURANT AND THANKING HIM FOR THE PLEASURE HE PROVIDES TO HUNDREDS OF PATRONS THROUGHOUT THE YEAR.

Given this 23rd day of September 19 87 State House, Columbia, South Carolina

Sandra K. McKinney

Robert J. Sheheen

This is not a joke. **The legislators of South Carolina seem to appreciate fine food. At least that's what one would think from this official resolution.**

Initiatives in other states

Actions like those of the New York State Restaurant Association, which compel legislators to seriously examine the effectiveness of state alcohol laws, are being initiated in many other states as well.

The National Restaurant Association Board of Directors has passed a three-pronged resolution concerning alcohol usage by the underaged to serve as a guideline for states formulating fraudulent ID laws. The resolution states:

1. The National Restaurant Association supports legislation that will make it illegal for an individual under the legal age to misrepresent his or her age by use of false identification or any other method for the purchase of alcohol.
2. Misrepresentation of age should be punishable by suspension of that person's driver's license for a period of not less than 90 days. This suspension is supported by the National Commission Against Drunk Driving.
3. Producers of false IDs for minors should be subject to incarceration and/or fine.

—Linda Way

Restaurant golfers raise $7,000 for scholarship fund

In perhaps their last official scholarship fundraiser as the Colorado/Wyoming Restaurant Association—the group will split into two separate organizations this November—73 golfers teed off in the Second Annual "Mile High Hospitality Open." The tournament was hosted by the group's Mile High Chapter to benefit the Donald Quinn Educational Fund. The scholarship program is dedicated to the advancement of professional standards in the foodservice and hospitality industry. This year's tournament generated $7,000 for the fund.

The 1989 scholarship recipients are: Tanya Beauprez, University of Denver; Jenifer Bullock, Colorado State University; Trent Hosselkus, University of Nevada; Frederick Houser III, Red Rocks Community College and Lura Padrutt, Colorado Mountain College.

Board members discuss strategies with MADD officials

Michael Grisanti, past president of the National Restaurant Association, and Bill Latham, chairman of the association's Alcohol Awareness Task Force, met with officials from Mothers Against Drunk Driving (MADD) to discuss ways the two organizations can work together to combat the problem of drinking and driving.

During the Dallas meeting, Grisanti and Latham agreed with MADD President Micky Sadoff that there are many areas in which the two groups can work together. "We don't see eye to eye on all methods of reducing drunk driving, but we do agree on the overall, basic premise—drunk driving must be stopped," reported Latham.

A second meeting, held between MADD officials and association staff, resulted in two joint resolutions, approved by the National Restaurant Association board at its fall meeting. First, the association and MADD will work toward the establishment of a national designated-driver program, with a program outline and symbol that will be recognizable in establishments across the United States. Second, both groups will work toward the establishment of a universal identification card that red-flags underaged card holders and eliminates the current confusion caused by varying state IDs.

—Anne Papa

1990 Show Exhibitor Advisory Committee meets

Thinking of 1990. **Believe it or not, planners are already hard at work to make certain the 71st National Restaurant Association Restaurant, Hotel-Motel Show, to be held in Chicago May 19-23, 1990, is bigger and better than ever before. Last month, Convention Committee Chairman Dick Cregar (seated, fourth from right) met with the 1990 Exhibitor Advisory Committee to discuss ways to build on the success of the 1989 Show.**

440 RESTAURATEURS PUT POLITICS ON THEIR MENU

There is no doubt that legislators knew that the National Restaurant Association was on Capitol Hill during the three days of the Public Affairs Conference in September. Nearly 450 restaurateurs from 44 states traveled to Washington DC to tell their representatives how pending legislation will affect their businesses and to hear from congressional leaders on the issues, which ranged from the minimum wage to the Americans with Disabilities Act (ADA). "Ten thousand letters are not worth one single visitor," proclaimed Senator Trent Lott (R-MS) in his speech on the first day of the conference. His message was repeated often.

It was an enthusiastic crowd that heard this advice, and the largest ever—nearly 100 more than the year before. And it took action. Typical was the determination of the New York delegation, which visited 22 congressional members. The Missouri restaurateurs reported that they saw both of their senators and eight out of nine of their representatives, telling them, "If you don't do something for us, you should be prepared to set up catastrophic health care for small business."

The program begins

Conference chairman Joe Fassler (Greyhound Food Management, Phoenix) opened the conference; political involvement was his topic. "The most important part of this conference is your visit to your representatives," he said.

National Restaurant Association President Bud Rusitzky took the message one step further and urged the attendees to invite their representatives to their restaurants. "Show them the hard work that goes into making your restaurant run. It's a great opportunity to educate them about our business," he said.

Legislators speak out

Then attendees heard from some of the most prominent and influential legislators on Capitol Hill. The speakers represented different ideological viewpoints and approaches to legislation, but they were unanimous in congratulating the conferees for their political awareness and willingness to get involved.

Senator Lott was the first speaker to outline some of the

Sen. Lloyd Bentsen (D-TX) spoke about the need to increase America's competitiveness in the world marketplace. He also discussed the budget deficit.

Conference attendees were interested in what congressional leaders had to say about the legislative issues that affect their businesses.

Marty LeVor, ©1989

◀ **Rep. Steve Gunderson (WI) explained some of the motivation behind bills currently pending in Congress.**

At Chef d'oeuvre, restaurateurs were able to get the ear of lawmakers in an informal setting. Here Rep. Charles Stenholm (D-TX) listens to conferee Ann Dennison. ▶

Biff Naylor called on representatives from each state to report on their congressional visits during the Public Affairs Conference's wrapup session.

Biff Naylor: champion of political involvement

"I hate to think where restaurants would be if we were not politically active," says Biff Naylor, president of American Restaurant Services, Inc., in Los Angeles, and chairman of the Political Educational Committee (PEC) of the National Restaurant Association. In addition to running an organization of seven coffee shops in California with his brothers, Naylor maintains an interest in an important, but often ignored, arena of the restaurant business: politics.

Active on foodservice issues since the late 1970s, Naylor first got involved in the political side when he heard that the owner of a small restaurant in Santa Monica was in jeopardy of losing his business. The California city was making no exceptions to proposed parking requirements that would have forced the man's restaurant to fold.

"I said to myself," Naylor recalls, " 'this isn't the way America's supposed to be.' " So he rallied with several other foodservice operators and went before the city council to argue for a grandfather clause that saved the man's business.

"It's really quite simple," says Naylor, "to influence governmental decisions. Our elected representatives can't hope to be expert in everything. Legislators want to know about the foodservice industry, and we are in a position to help them be more knowledgeable."

Naylor admits that "political involvement takes a commitment, but it has some great rewards." For instance, during the election of 1988, Naylor and other California foodservice operators were threatened with Proposition 95, an initiative to raise funds to house the homeless through mandatory fines on restaurants and grocery stores for inspection violations.

Faced with a poll showing 95 percent of the public in favor of the plan, Naylor and other California restaurateurs organized a dramatic turnaround. Within 90 days, advertising and lobbying by the foodservice industry helped to convince the legislature and the public that the plan was unfair. "Although the idea of homes for the homeless was good in theory," says Naylor, "funding it by penalizing the area's businesses was not, and still is not, the answer."

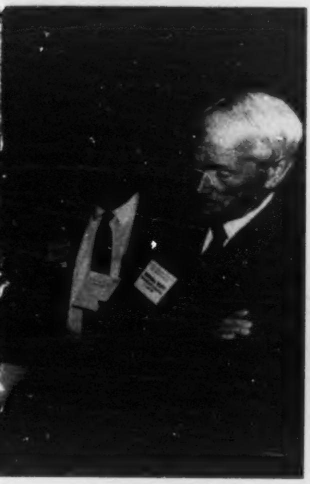
Aside from joining specific lobbying battles such as Proposition 95, Naylor works with the National Restaurant Association Political Education Committee to promote "a real rapport" between the foodservice industry and members of Congress. With corporate contributions raised by PEC's fundraising arm, the Congressional Leadership Forum, PEC sponsors events such as the annual Public Affairs Conference, the Congressional Visit Program (which brings senators and congressmen to Chicago for the annual industry show), monthly "First Thursday" meetings between industry and government representatives, and other honoraria events held throughout the country organized by state restaurant associations and members of the National Resaurant Association's grassroots network.

The honoraria supplied by PEC provide opportunities for educational discussions between constituents and representatives that might otherwise be missed. "The foodservice industry provides employment opportunities to many who might otherwise be unemployed," says Naylor. "We have our finger on the pulse of the community, whereas politicians do not have the same knowledge."

By educating U.S. legislators about foodservice and restaurateurs about politics, the work of Naylor's Political Education Committee has helped to improve the environment in which all restaurants operate. Knowing that "the government has already passed many harmful laws and would have passed more without our lobbying efforts," Naylor emphasizes that the foodservice industry must remain active in politics to maximize its business potential.

—Andrew McLauchlin

Editor's note: For more information, call the Political Affairs Department of the National Restaurant Association, 1-800-424-5156.



National Restaurant Association President Bud Rusitzky opened the program, urging attendees to educate their legislators about the foodservice industry.

issues facing Congress. On minimum wage he said he hopes President Bush "sticks to his guns" on the $4.25 per hour and six-month training-wage proposal, but he couldn't predict the outcome. He urged the restaurateurs not to let up on their resistance to mandated-health benefits by warning them that, "if we don't deal with it this year, we will next year."

Rep. Charles Stenholm (D-TX) told the participants that the biggest issue that Congress must face is the federal budget deficit. "It's not a liberal or conservative or Democrat or Republican problem," he said. "It's *our* collective fault, and we must begin to deal with it." He also encouraged the attendees to work together to get things accomplished politically. "Labor groups have that solidarity that business groups don't. You must support your colleagues, and they'll support you," he continued. He told the audience to approach their lobbying efforts realistically. "Look at the total picture—don't get too focused on one narrow issue."

Sen. Robert Michel (R-IL), House Minority Leader, called on his more than 30 years on the Hill to try to put the issues that are pending in Congress—including Section 89, budget reconciliation, child care, ADA and catastrophic health care—in the context of the times. "Bush is a hands-on President with a great instinct for public service. He's involved directly with every issue," explained Michel. "A popular and active President isn't easy to attack, which makes it difficult for the Democrats."

Sen. Lloyd Bentsen (D-TX), chairman of the Senate Finance Committee, opened the second day's events with a talk that focused on the budget deficit. He proposed that the government take measures to encourage people to save more. He also cautioned that the American free-enterprise system was not faring too well in the world's marketplace and that the United States needed to regain its competitive edge through hard work and better education.

Rep. Steve Gunderson (R-WI) was the last legislator to address the group. As a deputy whip for the Republican party and a member of the powerful House Education and Labor Committee, Gunderson brought an impressive expertise and confidence to his discussion of the issues that concern small business. He started by thanking the National Restaurant Association and its members for lobbying so hard to repeal Section 89. "Your organization and other business groups have really mobilized on this issue, and we appreciate your support," he said.

Gunderson closed his presentation with an overall view of what is going on in Congress. "Every piece of legislation says there are real needs for real people. But there is no

North Carolina on Capitol Hill

When Jerry Williams drove four-and-a-half hours from Raleigh, North Carolina, to Washington DC, he came to talk politics, joining six other North Carolinians at the National Restaurant Association's Public Affairs Conference to meet face to face with their elected government officials.

On September 19, Williams, the executive vice president of the North Carolina Restaurant Association, led his association members on a barnstorm tour of the offices of their state's senators and congressional representatives.

Conducting earnest discussions on issues pertinent to the foodservice industry, the North Carolinians informed these representatives about their views on certain issues that directly affect their businesses.

They told Rep. James McClure Clarke (D) that requiring businesses to provide "what amounts to national health benefits could just murder us financially," and Rep. Tim Valentine (D) about the unfairness of restaurants paying Social Security taxes on employee tip income. "We shouldn't have to make Social Security payments on 100 percent of tips, if we can't count tips 100 percent towards the minimum-wage requirement," they said.

Although unsuccessful in meeting with every North Carolina representative during the day, the group did meet with more legislators at the Chef d'oeuvre congressional reception later that evening, thus speaking with seven of 11 members of the House and one senator from their state.

Taking time off from everyday business concerns to meet their members of Congress, the seven North Carolina natives gave important constituent input. As Williams said after heading home, "I think we got some good information across."

Seven conference attendees from North Carolina stormed the Hill to meet with their lawmakers.

At Chef d'oeuvre, National Restaurant Association Vice President Mike Hurst had a chance to converse with new representative Ileana Ros-Lehtinen from his home state of Florida. The Florida delegation met with the congresswoman in her office earlier in the day.

money in the budget to pay for them. So the burden is shifting to business," he explained. "Make sure you tell your representatives that you know this is what's happening and what your concerns are." That's just what the attendees did.

Charging the Hill

Armed with issue papers and a determination to be heard, the conference participants organized into state delegations and made their scheduled visits to their congressional representatives. Most delegations enthusiastically reported great success in getting their messages across. Most felt "a great sense of them listening to us," and several believed they could count on their legislators to vote with small business in mind.

Discussions continue at Chef d'oeuvre

The conversations continued at the annual Chef d'oeuvre reception, which attracted more than 230 members of Congress and 15 senators—more senators than ever before. The reception offered a less formal opportunity for the restaurateurs to talk with their representatives about the issues, and it was also a chance for the legislators to enjoy the feast provided by eight of Washington's finest restaurants—from lobster bisque to fusili carbonara.

The knowledge that they make a difference

The Public Affairs Conference was an event that the attendees are likely to remember. They will take their lobbying experience back home as they gear up to face further legislative battles; but more important, they will carry back with them the knowledge that they make a difference and that it pays to stand up and be counted. ☐

—Elizabeth Wallace

DC Roundup

☐ **Senate passes landmark disabled rights bill.** The U.S. Senate passed S. 933, the Americans with Disabilities Act, by a 76-8 vote on September 7. The measure requires employers to make "reasonable accommodations" to the special needs of disabled workers, unless these accommodations impose an "undue hardship" on the company.

S. 933 also requires existing public places—including restaurants and bars—to take all "readily achievable" steps to make themselves accessible. New buildings would have to be accessible, except when structurally impractical.

The debate now shifts to the House, where a more stringent measure (H.R. 2273) is pending. The National Restaurant Association is lobbying Congress

- to clarify businesses' responsibilities,
- to give financial help to employers who make structural and other changes to accommodate the disabled,
- to exempt small businesses and
- to postpone the law's effective date to give businesses time to adjust to the new requirements.

☐ **House labor panel passes new wage bill.** Hoping to revive the minimum-wage debate in time for Congress to pass an increase this year, the House Education and Labor Committee joined the Senate labor committee in approving a wage bill. The panel's action clears the measure for debate by the full House. The Senate measure is also ready for full Senate debate.

☐ **Treasury Department moves Section 89 compliance date.** For the third time this year, the U.S. Treasury Department has delayed the implementation of Section 89 nondiscrimination rules for employee-benefit plans. Employers can now wait until December 1, 1989, to begin testing benefit plans for discrimination and giving employees required notice about benefit plans.

The National Restaurant Association is urging foodservice operators to use the extra time to lobby Congress for complete repeal of the law. Although a movement is afoot in both the House and Senate to reform Section 89, supporters of repeal are increasingly confident they have enough votes to overturn the complicated law.

☐ **Association files legal brief to ban INS subpoenas.** Both the Texas and National Restaurant Associations last month filed "friend of the court" briefs in a federal appeals court to support the case of a Texas foodservice operator.

Restaurateur Gilbert Ramirez is challenging the authority of the Immigration and Naturalization Service (INS) to issue subpoenas when investigating employers for hiring or paperwork violations under the 1986 Immigration Reform and Control Act. Ramirez and the restaurant associations argue that Congress intended to delegate subpoena power only to administrative law judges in order to curb heavy-handed use of subpoenas by INS.

☐ **OSHA II bill reintroduced.** Rep. Joseph Gaydos (D-PA) is again sponsoring the "High Risk Disease and Notification Act" that the National Restaurant Association and other business groups were instrumental in defeating last year.

This year's measure, H.R. 3067, would set up a nine-member panel to identify and notify workers at risk of occupational disease. In some cases, employers would have to pick up medical monitoring costs for both current and former employees. Hearings are not likely to be held until next year.

—Denise Roach

VIEWPOINT

THE BEST SOLUTIONS ARE HOLISTIC, NOT SIMPLISTIC

Most of us agree that something needs to be done about the problems of impoverishment, of working parents and of uninsured Americans. But the quick fixes proposed by Congress in 1989 are not the answer to these puzzles. Some of Congress's proposed solutions, although seemingly straightforward and well-intentioned, simply do not consider the entire picture. Instead of effectively attacking the nation's problems, these proposals actually would result in widespread business failure, cutbacks in jobs and higher consumer prices.

Restaurateurs share trepidation about these misguided measures with countless Americans across the country. But they also have a vested interest in solving the nation's perplexing social problems. So besides lobbying against Congress's pat, simplistic proposals, the National Restaurant Association has been urging Congress to find wide-ranging, thoughtful and comprehensive alternatives that will bring significant assistance to exactly where it is needed, without placing an unnecessary burden on any one sector of the economy. And in most cases, newer, more effective solutions are arising to prove that the best solutions involve time and thought as well as compassion.

Helping the working poor

A perfect example of an issue in which the "obvious" solution decidedly is not the most-effective answer is the minimum wage. Short-sighted lawmakers reason that the best way to help America's working poor is to raise the minimum wage from its current $3.35 an hour. The lawmakers argue that the boost not only would help the nearly 5 million workers earning the minimum wage, but also would push up the pay of the working poor who make little more than today's legal minimum.

For restaurateurs and other business owners who employ a large number of workers at the minimum wage, however, the case is not so cut and dried. These employers argue that raising the minimum wage would actually hurt exactly those whom the measure is intended to help. As labor costs increase, the number of employees a business can keep on its payroll is reduced. Minimum-wage earners, because they are less experienced and less skilled, are generally the first to go.

In addition, many of those working at the minimum wage cannot properly be called the "working poor." Barely more than one-tenth of the low-wage workforce of the retail industry, for example, consists of workers from families living below the poverty line. Two-thirds of the retail industry's low-wage workers come from families earning twice the poverty level, and 20 percent come from families earning more than $50,000 a year. Similar percentages also hold for the rest of America's low-wage workforce.

In place of a minimum-wage increase, the association supports the development of programs that actually target heads of low-income families and help them gain a better standard of living. The Earned Income Tax Credit (EITC), for example, accomplishes this goal.

EITC is now worth up to $875 a year to eligible workers, who can either apply for the refund at tax time or receive the credit in their regular paychecks by asking employers to set up a "negative withholding" system for payroll taxes. In the past year certain lawmakers, such as Representative Tom Petri (R-WI), have sought ways to effectively expand the EITC.

Petri and other members of Congress proposed increasing the base credit and then allowing extra credits for each child in a family. In this way the credit, which would shrink gradually after a family's annual earnings rise above $8,000, is designed to offset child-care expenses, one of the biggest problems faced by low-income working parents.

"This achieves the same objective as an increase in the minimum wage but does it in a far better and more targeted way, while avoiding the job losses and inflation associated with minimum-wage increases," says Petri.

The National Restaurant Association has long supported EITC as a better way to help the working poor than a minimum-wage increase, and in 1989 many prominent economists and newpapers voiced agreement. A *Los Angeles Times* syndicate editorial, for example, stated that, "By increasing the size of the Earned Income Tax Credit for all poor working families, we can aid low-income families without victimizing jobs."

Senator Ted Kennedy (D-MA) called raising the minimum wage "something like an anti-poverty program for the working poor without any federal spending." This measure sounds seductive in a time of budget constraints, especially when compared with expanding the EITC, which would involve compensating the Treasury with other tax revenues. But the higher taxes needed to fund the Earned Income Tax Credit can be spread equitably across those able to pay, while higher minimum wages would punish teenagers and other low-paid workers, whose entry-level jobs would be phased out.

Helping the uninsured

The National Restaurant Association's battle against simplistic legislation also involves efforts to help the 32 million Americans who lack health insurance. Since many of these individuals are employed, some legislators believe the solution is to require all employers to provide health-care coverage to employees and their families.

The association believes that this solution is as potentially damaging as raising the minimum wage. And once again, the association has been working closely with legislators to develop thoughtful, comprehensive alternatives that would help those in need without crippling businesses.

Why would it be a mistake for the government to mandate health benefits? A National Restaurant Association survey indicates that for restaurants with annual sales under $500,000—the category into which about 82 percent of all eating places fall, according to 1982 Census figures—the legislation carries a price tag of at least 4 percent of gross sales. This figure is also the average net profit for restaurants of this size. These employers, therefore, simply cannot absorb the cost. Businesses would cut jobs, raise prices, lower wages and fail. In addition, with its high turnover and large numbers of part-time workers, the foodservice industry would face tremendous administrative costs under a mandated-benefits system.

Because mandated-benefits legislation spells disaster for foodservice operations, the association has been working closely with Senator Orrin Hatch (R-UT) to develop alternatives that would solve this problem without harming small businesses. Senator Hatch has introduced a bill that takes a long-term view as an alternative to Kennedy's stopgap mandated-health benefits program (S. 768), which would require employers to provide workers with a variety of benefits.

Senator Hatch's bill provides additional funds for prenatal and preventive health programs and education, preemption of state-mandated-health insurance benefits, expansion of Medicaid benefits, and development of treatment practice guidelines to reduce medical malpractice liability. Hatch intends to sponsor or support future bills that will call for additional reforms, such as improved tax treatment of small-business insurance benefits. In other words, the Hatch bill bypasses the quick-fix answer and constructs a comprehensive response to a major societal problem. This bill—and the other bills to follow—will come at the need for adequate health care from a variety of angles. In the end, the Hatch type of approach will provide insurance in some situations and make it possible for business to offer coverage voluntarily in other instances.

> ***A perfect example of an issue in which the "obvious" solution decidedly is not the most-effective answer is the minimum wage.***

The National Restaurant Association actively supports Senator Hatch's bill because it appropriately addresses the problem of the nation's access to adequate health care. We believe that by taking an incremental approach, some of the problems can be solved immediately while other, far-reaching solutions are developed.

Helping working parents

The issue of mandatory parental and medical leave is another area in which a "quick fix" approach may do more harm than good. There is a real need to help people who need time off for family or medical reasons. But federally mandated benefits restrict operating flexibility and deny employees the chance to choose benefits.

In addition, as is often the case with quick fixes, the solution does not zero in on the most pertinent aspects of the problem. For example, the National Restaurant Association believes that parental leave is a far less pressing problem than finding facilities in which to place children during working hours. Rather than requiring employers to give workers job-protected time off, Congress should make the day-care issue a priority, exploring ways, for instance, to make it easier for businesses to group together to sponsor childcare facilities.

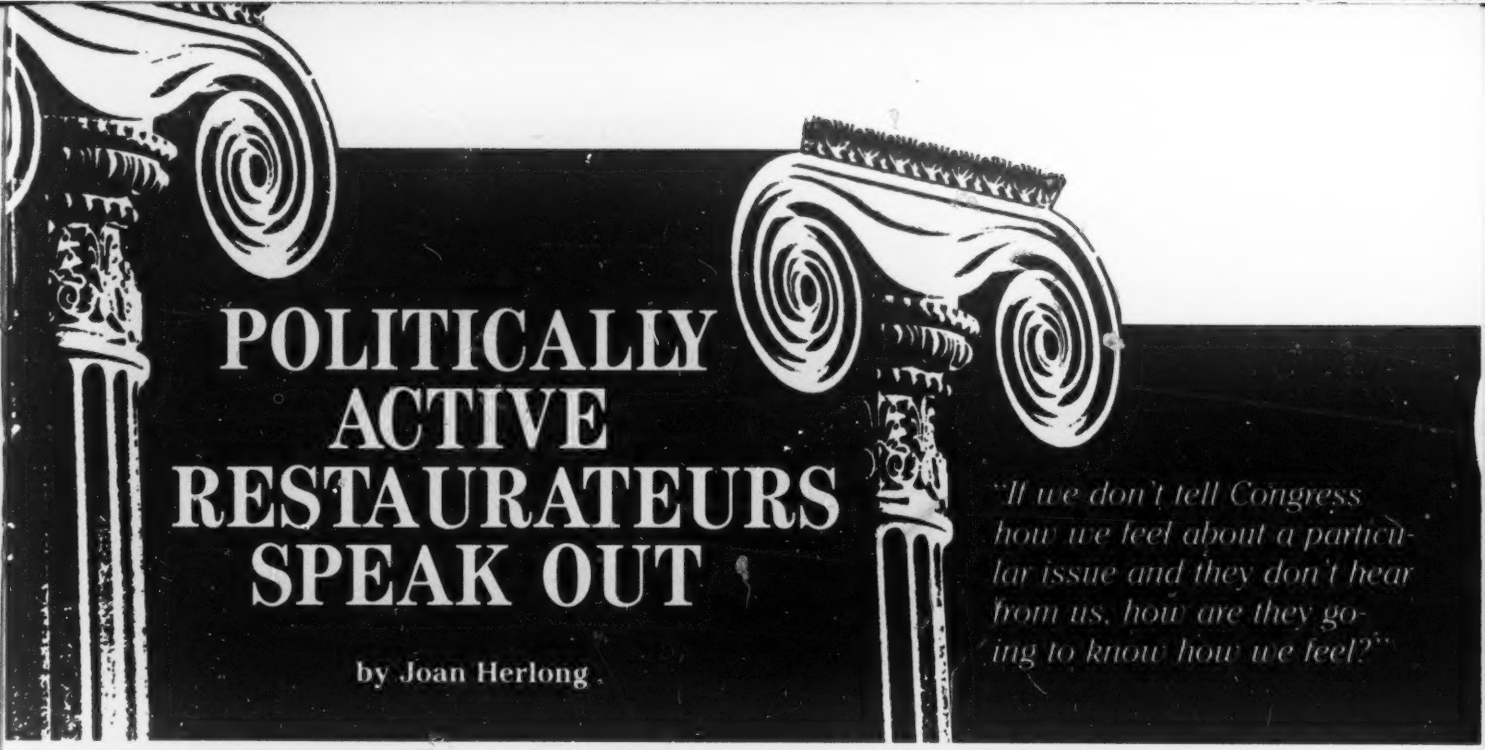
A short-sighted blanket federal policy won't work for several reasons. Businesses are as different as the products or services they produce. Some are large and well-established; others are fledgling companies that need flexibility. Some can get along without an employee for a while; others will find it difficult to hold a job open for 15 weeks—or to absorb the costs and lost time that come with finding and hiring a replacement. A single federal policy for all these businesses is a bad idea.

Finally, a lot is going on in the health-care and childcare arenas that lawmakers don't know about. Many restaurant owners and employers are responding to their employees' needs informally. Because it is increasingly difficult to find and keep good employees, wise employers take care of those they have.

The association argues that some employers are simply allowing parents to take time off or are providing more flexibility of scheduling to coordinate with childcare conflicts. Obstacles arise when small businesses try to institute a formal policy.

Association spokesmen and spokeswomen have advised legislators that the best approach to encourage this behavior legislatively is for Congress to offer incentives to employers who want to provide good benefits and better wages.

Too often, lawmakers' instincts are to solve problems now, even if that means the solutions aren't as good as they might be if they were given more time and thought. The ultimate goal should be legislation that is stimulating to business and supportive of employees' social needs. This requires a holistic, not a simplistic, approach to the problems this nation faces. ❑

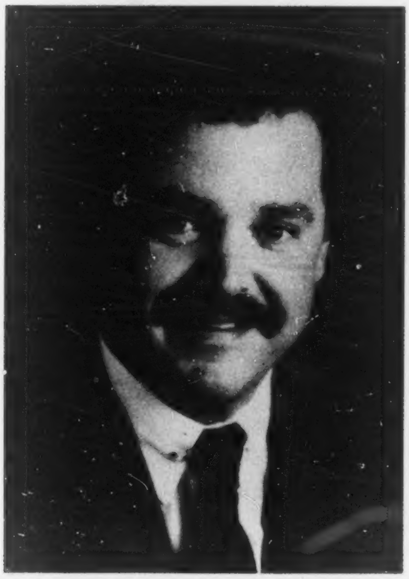


POLITICALLY ACTIVE RESTAURATEURS SPEAK OUT

by Joan Herlong

"If we don't tell Congress how we feel about a particular issue and they don't hear from us, how are they going to know how we feel?"

Important political issues such as parental leave, the minimum wage and mandatory health benefits keep cropping up on the political landscape. Because such bills can have devastating repercussions on restaurants, it's vital that restaurateurs do more than just brace themselves for the future. The foodservice operators interviewed for this story demonstrate how easy and necessary it is to arm yourself with a pen or a phone to prepare for your business's future.



"It really is easy for an individual to make a difference," says Beirne Brown. "I can accomplish so much in just one hour per week."

Personal contact will get legislators listening

The business of running a restaurant often leaves little time for anything else. Although **Don O'Neill,** owner of The Spring House Restaurant in Rochester, New York, empathizes with other time-pressed restaurateurs, he feels it's important to make time for politics. "I work 70 hours a week, too," says O'Neill. "If somebody doesn't show up, I'm right there working in the kitchen. But if we don't tell our congressmen how we feel about a certain issue, how are they going to know?"

About three years ago, Don O'Neill met his congressman, Frank Horton, for the first time during the National Restaurant Association Public Affairs Conference. Now O'Neill regularly corresponds with him, updating him on various issues.

"The first time I met Congressman Horton I was so nervous I didn't know what to say," O'Neill recalls. "I couldn't believe how easy it was to talk with him—he's just a regular guy like anybody else. And he had been in my restaurant." Afterwards, O'Neill wrote him a note and later invited him to dinner to talk further with him and two other restaurateurs. "He brought one of his aides and stayed for two hours. I got to know him better," says O'Neill. The next year, Horton came to the Show in Chicago and O'Neill showed him around.

"I found he wants to listen to our point of view. A lot of things and their effect on our business—like the minimum wage—hadn't even dawned on him. He was also very surprised to learn that I have a lot of long-term

"I see myself as playing an advisory or educational role for my representatives," says Bill Leichsenring, Jr.

Joan Herlong is a freelance writer in Greenville, South Carolina.

employees. Any message you have is extremely easy to convey to your congressman. All the lobbyists in the world don't have the same impact as a single voter like me.

"Now I don't hesitate to pick up the phone when I feel strongly about a certain issue . . . And to think I would never have done this if it weren't for the Key Contact program.*"

There are more than 700 restaurateurs participating in the Key Contact Program of the National Restaurant Association. Key Contacts are restaurant operators who: (1) establish relationships with their lawmakers before they need to ask anything of them, (2) visit, write and call their representatives during a legislative crisis and (3) provide the National Restaurant Association with political news from the home district. Call the association's state relations department at 1-800-424-5156 or (202) 331-5900 for more information about becoming a Key Contact.

Rep. Frank Horton (R-NY) took part in a roundtable discussion with constituent Don O'Neill at this year's Show in May.

A little time can yield big results

Beirne Brown, president of Cuisine Management, Inc., in Naples, Florida, owns five restaurants and a catering business. Yet he still finds time to be active in political issues affecting the restaurant business.

Brown believes it's essential for restaurateurs to be politically active because "If small business were run like big government, there would be no small business. I've never considered myself a political animal, but as long as I'm in the restaurant business I feel it's my duty to be active.

"Times have changed," Brown continues. "It used to be that we could just concern ourselves with the food—making it good, hot and wholesome and keeping the customer happy. Now we must also be aware of where we stand on the political horizon. If you let 'the other guy' do all the work, it will be too late. If you're not involved, you're part of the problem instead of the solution.

"I can accomplish so much in just one hour per week," says Brown. "For example, this week I made about 10 calls, wrote five letters [to lawmakers] and did a little background reading. It really is easy for an individual to make a difference. I've

Communicating over the telephone

Calling your congressman or senator can sometimes be more effective than writing a letter, provided your message is concise. Use the following points to guide you in making your call:

☐ Be clear in your own mind about the points you wish to cover.

☐ Write down your points and keep them in front of you when you call.

☐ Refer to legislation by bill number or sponsor.

☐ Ask your legislator to take specific action.

☐ Ask for a written response. Be sure to leave your name and address.

Most likely you will not speak to your representative on the first call but will instead be directed to a legislative assistant. When this is the case, either pinpoint the best time to call back or simply speak to the staff member assigned to your issue. Your message will get back to the legislator.

You may contact your legislator's office by calling the U.S. Capitol Switchboard at (202) 224-3121. The operator will connect you to the appropriate office.

Follow up with a letter citing the day you called, the person with whom you spoke and the issues you discussed, and ask for a response.

Meeting in your legislator's office

If your legislator is unable to visit your restaurant, the next best meeting place is his or her district office. Office meetings will be much more businesslike and to-the-point than restaurant meetings. Here are several items to keep in mind:

☐ Prepare yourself by reading *Washington Weekly,* Restaurants USA, your state restaurant association's legislative newsletter and other trade publications. Also call the National Restaurant Association for an update.

☐ Arrive with a well-thought-out position.

☐ Explain how a change in the law will affect your business. Be specific, especially in terms of the effects on employment.

☐ Leave a one-page position paper as a written record. (Call the National Restaurant Association if you need examples.)

☐ After the meeting, follow up with a letter that recaps your discussion and alerts your legislator that you are monitoring the issue. Your follow-up letter should include:

☐ The date you met.

☐ A brief synopsis of your discussion.

☐ A request for a written response.

On occasion, meeting with a staff member instead of your representative or senator is unavoidable. If you encounter this situation, your follow-up letter should additionally mention the name of the staff member with whom you met.

found that as few as five letters or phone calls [to a legislator] on one particular issue can make a difference."

Legislators want to listen and learn

Bill Leichsenring, Jr., owner of the Ox Yoke Inn, Inc. in Amana, Iowa, has been active in political issues for about two years. Leichsenring donates to the National Restaurant Association's Political Action Committee** and writes or calls his congressional representatives once every two weeks about issues relating to his business. He has also become involved in state issues. "I see myself as playing an advisory or educational role for my representatives," says Leichsenring. "For example, when the issue of the FICA tax on tips and tip credits came up, our Senator, Tom Harkin, didn't know what a tip credit was. After listening to us, Senator Harkin added an amendment to the minimum-wage bill to increase the tip

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***The Political Action Committee of the National Restaurant Association pools individual donations from hundreds of foodservice operators and makes campaign contributions to candidates for federal office who support the industry. For more information, contact the association's government affairs department at 1-800-424-5156 or (202) 331-5900.*

Tom Kershaw: leader of the PAC

Since it serves as the unofficial club for members of the Republican party, it's fitting that Hampshire House—home of the bar "The Bull and Finch," which was the inspiration for the hit TV show "Cheers"—is located two blocks to the *right* of the State House in Boston. Hampshire House owner Tom Kershaw has become well known for his ardent support of the Republican party through his willingness to donate his time, his money and his restaurant's facilities for GOP causes. As chairman of the National Restaurant Association's Political Action Committee, Kershaw travels constantly to give speeches urging fellow restaurateurs to get involved in the political process. And when he's not drumming up support for the party or campaigning on behalf of others, Kershaw has occasionally thrown his own hat into the electoral ring.

Although he has been interested in politics for many years, Kershaw's active involvement began about eight years ago when he ran for and won a seat on the Republican Committee for his Beacon Hill ward. Within two years, Kershaw was serving as the chairman of the committee—a post he still holds. This grassroots activity has been exciting and rewarding for Kershaw, who often hosts fundraising events and press conferences at Hampshire House. In fact, a recent fundraiser for Republican candidates for governor of Massachusetts raised $3,000—an amount that Kershaw reports is quite an accomplishment for a ward. "We are working on being a model ward in the city," he proudly proclaims.

Kershaw points out that restaurateurs have clout that few take advantage of—their knowledge of the community and the people who live there.

Kershaw didn't stop at the ward level, however. This past spring, he ran for the chairmanship of the Boston City Republican Committee; and although he didn't win the top seat, he did receive enough votes to become "first vice president"—a role that gives him greater political influence in the party.

As chairman of the Political Action Committee, Kershaw's mission has been to get association members to see the importance of becoming politically involved. "It's no longer appropriate to worry just about keeping the chowder hot and keeping our customers happy," he says. "Restaurateurs have to get involved politically to help their businesses and the industry as a whole."

Kershaw suggests restaurateurs adopt a multifacted approach to political involvement and get to know their elected officials—their state representative, congressional representatives, senators, mayors and city councilors. "Get to know them; invite them into the restaurant to talk," he urges.

Kershaw points out that restaurateurs have clout that few take advantage of—their knowledge of the community and the people who live there. "Politicians see restaurateurs as being in the know community-wise," he explains. And he urges restaurateurs to take advantage of this perception. "Restaurateurs get to know their regular customers very well. They are in touch with what people in the community are thinking. We should use this knowledge and welcome the opportunity to become a source of information for the politicians," says Kershaw.

Second, Kershaw urges restaurateurs to become involved in political campaigns. "Offer to hold political functions at the restaurant, or invite campaign staffers and volunteers to hold meetings there. Offer them a warm haven for relaxation," he suggests.

Finally, Kershaw believes that one of the easiest ways to get involved is by joining the National Restaurant Association Political Action Committee, which contributes to candidates who support issues favorable to the industry. He compares the excitement of watching a political race with betting on a horse race. "Once you place a bet, you start to follow the race closely. You become excited and you follow the horse you bet on—as well as all the other horses. It's the same with politics. You make a contribution and you start to follow the campaigns and the issues—you get involved in the process."

—Elizabeth Wallace

Gretchen Mathers took Congressman Phil Crane (R-IL), third from left, on a tour of the Show floor where he got a chance to talk with foodservice representatives and see how diverse the industry is.

credit from 40 percent to 50 percent, and that amendment still stands on the federal level. They [lawmakers] don't pretend to know everything, and Senator Harkin doesn't hesitate to be educated on issues with which he's not familiar. Lawmakers are regular people like the rest of us."

To keep legislators informed, Leichsenring keeps himself up to date on industry developments by reading all the trade magazines that relate to independent operators. "That's my college of knowledge," he says. "I often copy articles and send them on to other restaurateurs and to elected representatives . . . I've picked up so many good ideas. All my activity is nonpartisan. I'm representing myself and other restaurateurs, to keep them and lawmakers aware of what's going on."

Cultivating a symbiotic relationship

Gretchen Mathers of Gretchen's Of Course in Seattle, believes "being involved is as important as other business concerns—such as improving your kitchen. If you're not involved in the process, you may have no kitchen to improve. There is this illusion that every restaurateur is a 'fat cat,' but we are mostly small-business men."

Mathers has been representing the small-business point of view for more than a decade. in 1978 she was a state delegate to the White House Conference on Small Business. Since then she has been active in the Restaurant Association of the State of Washington and the National Restaurant Association.

"I always liked being involved," she says, and she describes herself as a "political animal." She has even thought about running for Congress, but has put the idea aside, because she is a Republican residing in a Democratic district. "Perhaps with redistricting," she adds.

Mathers maintains that the way to make a difference in communicating with representatives is to offer alternatives. "We *react* to bills more than we should. If we don't get *pro-active* and offer more and more viable alternatives, then a lot of us could be out of business," she says.

Getting involved is easy

Without exception, these restaurateurs find that becoming active in the political issues affecting their businesses is so easy and worthwhile that none of them can imagine *not* being involved.

Don O'Neill speaks for the group when he urges *all* restaurateurs to get involved in whatever way they can, but especially on a personal basis with the local congressman. "Invite your local congressman to be a guest in your restaurant about once a year and talk about different issues with him," O'Neill advises. "Ask a couple of other restaurateurs and a couple of his aides to join you, too. I do it every year, and each time it gets easier and easier to do."

"If anybody wants to call me personally about getting started, I urge them to," O'Neill continues. "I run one mid-priced restaurant. I'm just another restaurateur—but I'm part of the backbone of the industry. The most important thing is to talk with lawmakers—it's so easy! They are not always going to vote with us, but that's fine as long as they make a weighed decision."

Gretchen Mathers emphasizes the importance of the individual's input in a process that involves so much weighing and measuring of an issue's various ingredients. "There is a lot of manipulating and compromise involved in the political process," says Mathers. "But your congressman represents his district. If you know what you are talking about, you owe it to yourself and your employees to tell your representatives how important those issues are to you as a foodservice operator." ❑

Inviting legislators to your restaurant

Meeting face to face with your legislator is your most effective communication tool. Because of tight schedules, elected officials routinely eat out—and what better place to conduct a meeting than in your own establishment?

For the legislator, visiting your operation is an opportunity to meet your employees and see firsthand what's involved in running your business. For you, it's a chance to establish a solid link with your elected representative.

Setting up a meeting is easy. You should:

1) Find your congressman, senator or other elected official's district office number in your local phone book and call for an appointment.

2) Get an update from the National Restaurant Association on the issues you will discuss.

3) Set aside time to have your representative take a tour of your establishment if he or she so desires.

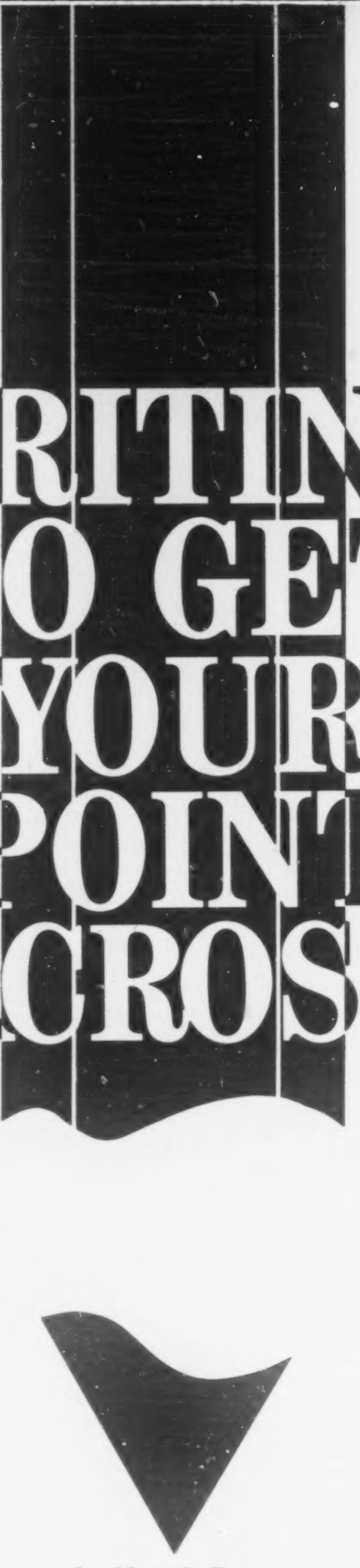
4) Consider inviting fellow restaurateurs to join you.

If it is agreeable to your guest, hire a photographer to record the event and alert the local and trade press to your meeting.

After the meeting, send your representative a follow-up note to reinforce the points you discussed and to say thank you.

Inform the National Restaurant Association and your state restaurant association of your meeting.

WRITING TO GET YOUR POINT ACROSS



by Monnie Ryan

Does the city's proposed road-widening project threaten to cut your customer parking in half? Will even a slight hike in the minimum wage give you a serious pain in the bottom line?

Don't just sit there complaining—take action. It's time to write your heads of state—or city or nation— and win them over to your point of view.

Bear in mind, however, that no matter how worthy your project or how strong your opinion, others are not likely to accept what you say just because you think it's right. Resistance to change is natural; so if you want to persuade others to your way of thinking, you'll have to make your point with style and pizzazz.

It's always easier to sway others to your view if you can do it in person; the emotion in your voice and the fire in your eyes come through loud and clear. Writing, however, presents more of a challenge. Using words alone, you must convey your convictions in a way that is both appealing and convincing.

Strategies for writing with punch

Here, then, are strategies for pitching your point of view like a pro.

☐ **Define your audience.** "Although awareness of audience is important in all types of writing, it is especially true in written arguments," says Robert Miller, editor of *The Informed Argument*. "A clear sense of audience allows you to choose the points you want to emphasize in order to be persuasive."

☐ **Be specific.** Before you write one word, be clear about how an issue relates to you specifically. "My business will suffer if the street is closed" doesn't say enough. Instead, explain how many customers will be unable to get to your restaurant each day, how much money you stand to lose and how other businesses on your street or in your area are likely to be affected. "I'll lose lots of money if the street is closed" packs little punch. Rather, say, "Each day my restaurant is inaccessible to traffic means a loss of 400 customers and $5,000 in profits."

☐ **Make a comprehensive list of the reasons why you believe as you do.** Then ask questions, such as, "Is my point of view realistic and feasible? What are the anticipated short and long-range benefits? For whom?"

Anticipate objections

It is usually best to envision an audience that is skeptical. "Unless you are the keynote speaker at a political convention, rallying the members of your party by telling them exactly what they want to hear, there is no reason to expect people to agree with you," Miller states. "By imagining a skeptical audience, you will be able to anticipate the opposition and offer counterarguments of your own, thus building a stronger case."

Make a list of reasons why your reader might disagree with you; then make a second list containing a brief rebuttal of each of these arguments.

For example, if you are asking a congressional representative to vote "no" on the proposed minimum-wage hike, you might point out that numerous studies have concluded that if the increase is implemented, the job-loss potential can range from a low of 70,000 to a high of 1 million. Obviously, even a loss at the low end is sufficient reason to at least question the appropriateness of the legislation.

Or you can explain how raising the minimum wage is unlikely to reduce the poverty level, since the vast majority—at least 80 percent—of minimum-wage earners live in nonpoverty households. Congress is aiming for one group, but hitting another. The damaging effects of a wage increase—fewer jobs and inflated prices—hit the poor and more affluent.

Monnie Ryan is public-relations/communications coordinator at Sherman & Associates in Warren, Ohio. A former management consultant, she has conducted workshops on the subject of writing for businesses as well as colleges and universities throughout Ohio, Kentucky and Pennsylvania.

☐ **Get excited, but not belligerent.** Enthusiasm shows—even in a letter. If you don't really care about an issue yourself, you simply won't be able to sway others to your point of view. But remember that angry or threatening words not only antagonize the reader but also have a way of coming back to haunt you. So while it's okay to get fired up (as the Reverend Jesse Jackson once said, "You can't cook with cold grease"), take time to cool off before you spout off.

Writing to your representative

Personalized letters to representatives are more persuasive than form letters and mailgrams from trade associations. Although writing a letter to your representative may not appeal to you as much as meeting face to face, it can be just as effective.

When writing, bear the following in mind:

☐ Keep your letter short. (One page is best.)

☐ Use your own words.

☐ Focus on one topic and stick with it.

☐ Try to identify bills by number, name or sponsor.

☐ Explain your position and how you think the legislation will affect your business.

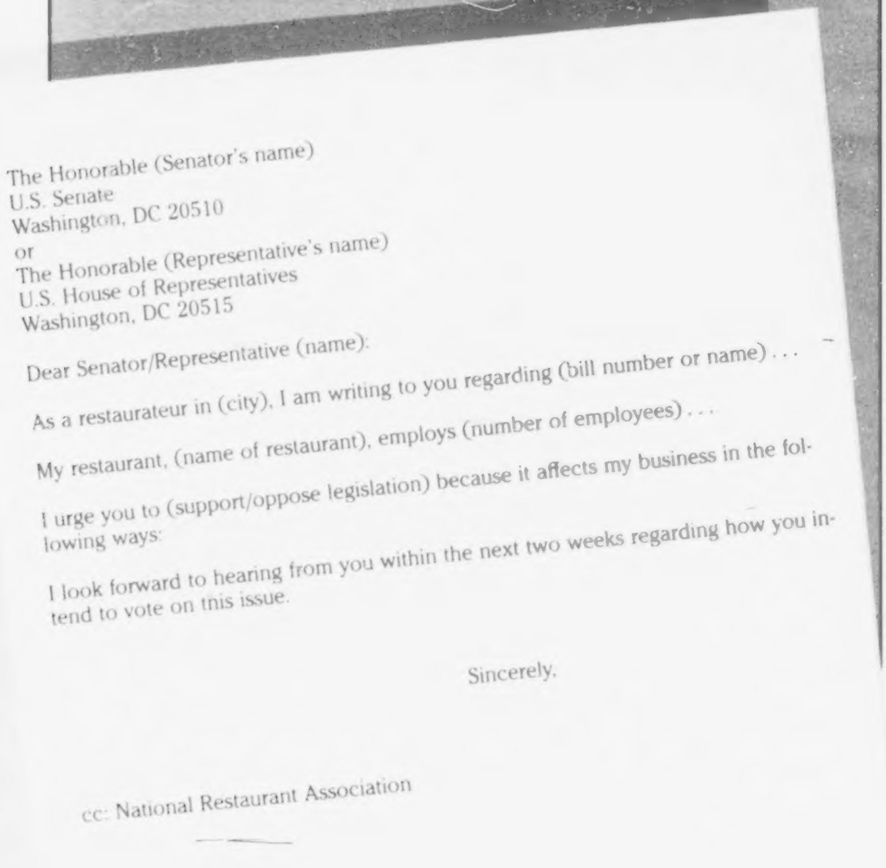
☐ Ask a direct question and request a response. (For example: "Please let me know I can count on your support.")

☐ Follow up after action has been taken, with a letter acknowledging your awareness of the legislator's position or vote on the issue.

☐ Send a copy of your letter to the National Restaurant Association.

The more personalized your letter, the more likely your representative is to remember it. If you've met the person before, refer to your meeting in the letter. Handwritten correspondence on your company stationery—or even on a menu—will draw extra attention to your message.

You can call the Government Affairs Department of the National Restaurant Association (1-800-424-5156) or your state restaurant association if you would like assistance with your letter.



The Honorable (Senator's name)
U.S. Senate
Washington, DC 20510
or
The Honorable (Representative's name)
U.S. House of Representatives
Washington, DC 20515

Dear Senator/Representative (name):

As a restaurateur in (city), I am writing to you regarding (bill number or name) . . .

My restaurant, (name of restaurant), employs (number of employees) . . .

I urge you to (support/oppose legislation) because it affects my business in the following ways:

I look forward to hearing from you within the next two weeks regarding how you intend to vote on this issue.

Sincerely,

cc: National Restaurant Association

Pointers for putting it on paper

☐ **Open your letter with oomph.** Your first paragraph must grab—and hold—the reader's attention. Try inserting a subject line; highlight key words or phrases in boldface type or capital letters. Don't beat around the bush—get straight to the point. A simple, no-nonsense approach works best.

☐ **Focus on the reader; maintain a "you" attitude throughout.** People do things for their reasons, not yours. The first question that most people want to know is, "What's in it for me?" To win them over, you must explain the benefits your perspective has for the reader. Will accepting your point of view increase chances for reelection, build acceptance among colleagues or increase exposure to the reader's constituency? Illustrate with concrete examples.

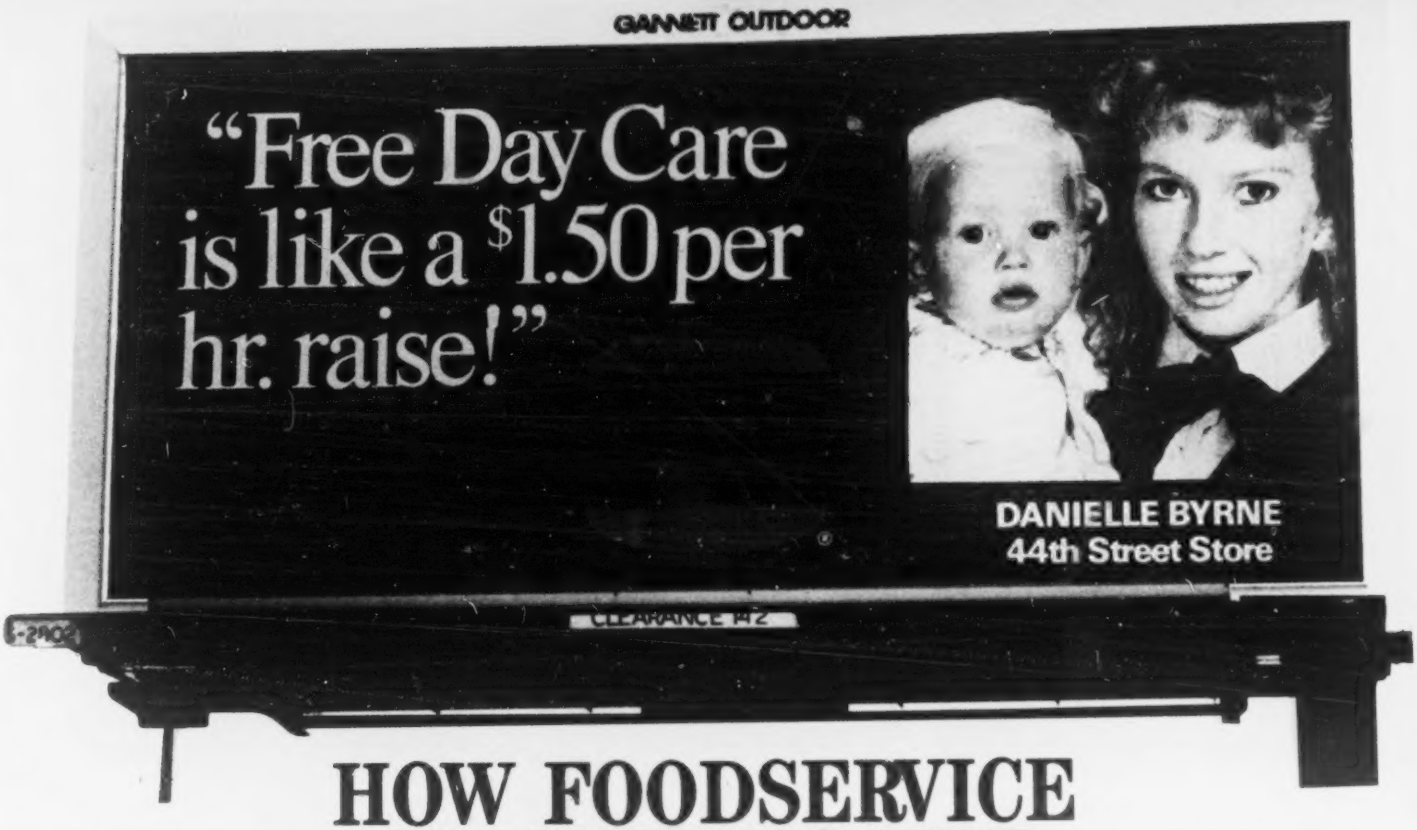
☐ **Stick to your facts.** Don't exaggerate or make claims you cannot prove. "You should remember that the foremost responsibility of any writer is to tell the truth as he or she sees it," Miller explains. While you want to respond to the interests of your audience, do not mislead them.

☐ **Remove language blocks.** Ambiguous words and technical jargon get in the way of effective communication. "Please give us your decision soon" is unclear. "We would appreciate your response within seven days" says exactly what you mean.

☐ **Pinpoint the action.** Make sure you are clear about what action you want the reader to take. In your final paragraph, tell the reader exactly what you want him or her to do. "Cast your 'yes' vote next Thursday," or "Call today" elicits a direct response. "I'm counting on you to keep us in mind" is too vague.

Don't do it alone

Finally, remember that numbers count. Enlist the support of others who are sympathetic to your cause. Encourage your restaurant colleagues, friends and customers to join your letter-writing campaign. ❑



"I'm getting free day care from Burger King" is one successful ad campaign that has brought the Burger King childcare program to the attention of parents seeking jobs.

HOW FOODSERVICE IS MEETING THE CHILDCARE CHALLENGE

by Mary Follin

The manager of a fast food franchise has come to expect the frantic, last-minute call from the single mother he hired for the morning shift. She has been having difficulty finding dependable childcare for her two-year-old son, and as a result is habitually late and has even missed several mornings of work. Although she is a top-notch performer, if her attendance record does not improve, the manager is reluctantly considering letting her go.

"A pressing need"

Both in and out of Congress, childcare concerns have been receiving national attention. "It is obvious that childcare is a pressing need," contends Michael Carter, senior vice president of Hay/Huggins Benefits consulting firm in Philadelphia.

Although the foodservice industry can often provide workers with flexible schedules that can accommodate the needs of working parents, it is not immune to childcare needs. "There are more children than there are slots available in the national childcare system," maintains Alexis Kennedy, spokesperson for the National Council for Quality Childcare. "The shortage of adequate care can negatively affect recruitment, scheduling and retention."

Businesses are responding

According to a 1988 survey of medium and large-size companies conducted by the Hay/Higgins Benefits consulting firm, one-third of the survey participants had some form of childcare assistance. "That is a significant amount," says Carter. Eleven percent of the respondents had some form of direct childcare assistance. Of that percentage, 29 percent provided an onsite facility, 28 percent offered a referral service, 17 percent subsidized an offsite facility, 17 percent reimbursed employees or centers directly through a voucher system, 4 percent contracted for slots in a daycare center (vendor system), 3 percent participated in an offsite cooperative facility and 39 percent provided "other" types of assistance.

An additional 28 percent of the respondents had indirect childcare assistance in the form of flexible spending accounts. A flexible spending account allows an employee to decrease his or her salary by a certain percentage, and the employer then applies those pretax dollars to that employee's childcare expense. Not only does this exempt the employee from taxes on that portion of earnings but also the employer is exempt from paying Social Security on those dollars.

Mary Follin is a freelance writer in Falls Church, Virginia.

Some tips to consider

Michael Carter of Hay/Huggins Benefits consulting firm in Philadelphia, offers several economical solutions for the small to medium-sized business.

"First, set up a flexible spending account," suggests Carter. A flexible spending account allows an employee to decrease his or her salary by a certain percentage, and the employer then applies those pretax dollars to that employee's childcare. Not only does this exempt the employee from taxes on that portion of earnings, but the employer is also exempt from paying Social Security on those dollars. "Section 125 of the IRS code permits favorable tax treatment for employers offering flexible spending accounts to employees. The accounts are inexpensive to establish and the Social Security tax savings more than offset the cost of administration."

"A consortium is another possibility," Carter continues. "A small operator might easily combine efforts with other small businesses and establish a co-operative facility in a commonly convenient location.

"A voucher system whereby an employee is reimbursed for all or part of childcare costs is also an option.

"And finally, a referral service can be implemented. It need not be complicated—simply open a phone book and call local centers to find out about certification, hours and fees." (And then share this information with employees or job applicants.)

Cost of childcare for employees

Ten percent of an employee's income is considered reasonable for childcare. Even after an employee takes the standard tax credit, the percent of income that goes for childcare is often higher than 10. This type of chart for your employees can help you decide on a financial subsidy.

Job category	Total family income	Age of children	Type care and cost	Federal tax credit	Actual cost	Percent family income
Secretary	$15,000	2 yrs.	family day care: $40/week	$1,296	$3,384	22.6%
		5 yrs.	day care center $50/week			
			$4,680/year			

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Subsidized childcare

Although the foodservice industry has not been in the forefront of many of these childcare initiatives, certain operations are breaking new ground with their programs. Among them is a Burger King franchise in Grand Rapids, Michigan. "I'm getting free day care from Burger King" is one successful ad campaign that has brought the Burger King childcare program to the attention of parents seeking jobs.

With this formula in mind, the Grand Rapids Burger King implemented an innovative childcare program for employees with dependent children. It subsidizes referral services and childcare fees in a combined effort with the local Community Coordinated Childcare Corporation (4C).

"We needed a tool to bring the moms to us," says Jayne Thome, human resources coordinator for the franchise, who points out that the profile of an average Burger King employee has changed. Five years ago the average employee was a 16-year-old student; today she is a 24-year-old "daycare mom." "Moms have two major concerns—adequate, affordable childcare and flexible hours that allow them to be at home when necessary," adds Thome. In fact, according to Thome, most employees are able to find competent care within the subsidy range.

Thome describes the 4C service to Burger King as a network of information and referrals that locates licensed and registered providers. "Of course, the moms ultimately choose whom they want to watch their children," she is quick to add. 4C also provides temporary sitters when a regular provider is out for the day, and made arrangements to send children to the local hospital when they are ill. Once a suitable provider has been chosen, the Grand Rapids Burger King pays $1.50 per hour per family, up to 32½ hours a week.

Such a unique benefit has provided the boost needed to recruit from an increasingly smaller pool of potential workers. By using brochures and posters and actively speaking to women's groups, the Grand Rapids Burger King is reaching its recruitment goals. Thome states that in one store, 10 out of 17 employees on the lunch crew are daycare moms, and half of them have already been in the store for 18 months. In 1988, more than 100 new Burger King employees applied because of the unique childcare benefits, and 70 percent are still employed with Burger King. "Many of these parents move up into management positions," says Thome. "This has helped relieve our management crunch."

But more important than statistics, employee morale has been positively affected by the new program. Thome comments, "Employees are now able to work and keep their paychecks and know the company cares. They're happy, and we're happy to have them . . . When one daycare mom came to us, she was on welfare. Now she is a unit manager."

But what of the small-business owner who does not have the funds to implement such a comprehensive program? Selective support can work wonders. One operator who has successfully implemented a selective childcare assistance program is Marc Zimmerman, owner of Zimm's Inn in Gaithersburg, Maryland, who employs up to 12 people. Zimmerman decided to pay childcare costs of $2 an hour for an excellent waitress who was available to work a shift that was otherwise difficult to staff.

"It worked out great!" Zimmerman maintains. "We are now planning to offer the same benefit to another employee as well."

Onsite childcare facilities

Another approach that some in the industry have considered is to establish an onsite childcare facility. The

Cost of childcare per week in seven cities, January 1985, for children under five

	Family day care	Center care	School-age program	In child's own home
Boston	$45–160	$75–150	$30–40	$260–340
New York	$35–140	$50–150	$20–60	$165–300
Atlanta	$30–60	$50–150	$20–35	$165–230
St. Louis	$35–50	$50–80	$10–32	$165+
Dallas	$50–70	$50–90	$25–35	$165–200
Denver	$55–105	$55–105	$30	$165–200
San Francisco	$55–90	$65–120	—	$165–200

Source: Dana Friedman, *Corporate Financial Assistance for Child Care*, New York: The Conference Board, 1985

Princeton Marriott in Princeton, New Jersey, recently established such a facility to attract workers in a region with low unemployment.

"We felt that onsite childcare would attract and keep employees," says Don Minkler, director of marketing for the hotel. "We are finding that employees who are using the facility are staying." Minkler enthusiastically describes the two hotel rooms converted to playrooms as comfortable for the children and convenient for employees. A local daycare center operates the Marriott facility.

"It's terrific," says Vanessa Araujo, a waitress at the Princeton Marriott's restaurant whose son is enrolled in the onsite facility. "It used to be such a hassle to drop off and pick up my son and worry about getting to work on time." Earlier Araujo had resigned her position at Marriott, but she returned after the daycare center was opened. She cites the daycare center as the main reason for her return. "My son is right on the second floor," says Araujo. "I can even have lunch with him; and if there's a problem, I'm right there. And the hours are great; I can be more available to work overtime."

The childcare program at the Princeton Marriott was considered a successful test for the Marriott Corporation. Since the opening of the onsite facility, Marriott has made a corporate-wide commitment to study and resolve some of the issues surrounding childcare. This past spring, the company announced that it has entered into a joint venture with Corporate Child Care, Inc. (CCCI), a Nashville-based provider of employer-sponsored childcare services. According to Marriott, through CCCI, it will offer on-site childcare services at business, educational and health-care facilities.

"Childcare is a tremendous social and economic need which is no longer a problem just for parents," states Marguerite Sallee, president and CEO of CCCI. "By its decision, Marriott is sending a signal to other corporations that there are major economic benefits to offering childcare programs, including improved recruitment and productivity and reduced turnover and absenteeism."

Setting up a program

Although many operators say they would welcome the improved recruitment and productivity possibilities associated with childcare assistance, few operators have the expertise to evaluate childcare options. That is why the National Council for Quality Childcare (NCQC) has compiled a manual entitled "Corporate Sponsored Childcare—Exploring the Options." The manual, which sells for $45, offers constructive tips and information in such areas as:

☐ How to gather information on available options, including case histories, insurance requirements and liabilities

☐ How to assess potential options, including employee needs, a feasibility study, costs and zoning

☐ How to implement a childcare program in the best interest of the company.

How employers support working parents

Employers are addressing the needs of working parents in a variety of ways, which fall into five categories:

1. *Adjusting work life*—flextime, part-time work, job-sharing, home-based work, supervisor training, maternity/paternity or adoption leave, and sick days for child care;

2. *Providing financial assistance*—DCAPs, flexible benefits, vouchers and program discounts;

3. *Supporting existing programs*—in-kind services and charitable contributions;

4. *Providing information to parents*—individual advisements, workshops or seminars, and resource and referral (R&R) services and

5. *Developing new programs*—childcare centers, consortia, sick childcare, family daycare and school-age care.

—*The Employer's Guide to Child Care* by Barbara Adolf, Praeger Publishers, New York City, 1988

Another source of information is *The Employer's Guide to Childcare: Developing Programs for Working Parents*, by Barbara Adolf, published by Praeger Publishers in New York City. The book includes an excellent bibliography with more than 35 listings under the "employer-supported childcare" section. It sells for $37.95.

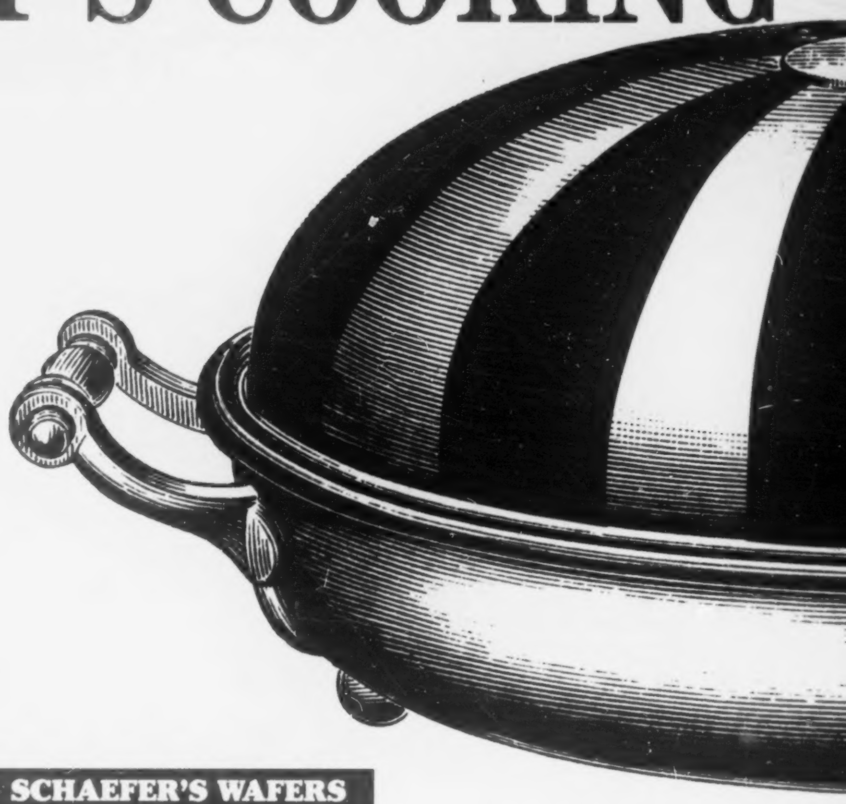
You can also get one copy of a new U.S. Labor Department publication, *Employers and Child Care: Benefiting Work and Family*, from the Women's Bureau, U.S. Department of Labor, Box EC, 200 Constitution Avenue, NW, Washington DC 20210. Enclose a self-adressed mailing label (no envelopes or stamps) and allow four weeks for delivery. The 76-page booklet gives a concise overview of employers' options in helping workers meet childcare needs.

In sum

As more mothers of young children continue to enter the workforce, the issue of childcare becomes a more pressing one. A well thought-out solution will create a win/win situation for both the employer and the employee. ❑

WHAT'S COOKING

"Mayors don't cook; they make reservations" was a phrase that we heard often in soliciting recipes. This reflects mayors' busy schedules, ranging from dealing with a neighborhood's potholes to groundbreakings at downtown development projects. In addition, mayors must take time out of their personal and family lives to attend neighborhood associations' meetings, officiate at civic ceremonies and listen to residents' complaints and suggestions.



ELECTION-DAY BEEF STEW

We have been serving this beef stew every election day for the past 22 years. Personally it has been "lucky" for us for 10 out of 12 elections. We double, triple, etc., the recipe as needed. In our mayoral campaigns we serve it at our campaign headquarters on election day to one and all. It can be stretched and stretched, and since our weather on election days is usually cold and/or nasty, it keeps our workers "going"!

Serves 6

Ingredients:
1½ lbs. stew beef (cut up)
3 qts. water
2 stalks celery (cut up)
3 carrots (cut up)
3 large potatoes (cut up)
1 lb. can tomatoes
3 beef bouillon cubes or packets
¼ cup barley (optional)
2 Tbs. oil
Flour to coat
Salt and pepper to taste
1 large onion

Method:
Heat oil in heavy 4-quart pot; brown stew meat, which has been coated with flour. Add water, tomatoes, cut-up celery and onion. Bring to a boil and add bouillon. Simmer 1½ hours and add barley (if desired). Simmer another half hour and add carrots; simmer a quarter hour more, then add potatoes. Simmer about 15 minutes more or until carrots and potatoes are tender.

—Mayor Francis X. McCauley, Quincy, Massachusetts

SCHAEFER'S WAFERS

These terrific cookies began on the campaign trail. Three young supporters of Mayor William Donald Schaefer's sold them on the street corner in one of Baltimore's neighborhoods. They called them "Schaefer's Wafers," and in this way announced who their favorite candidate was.

Makes 50

Ingredients:
2 egg whites (room temperature)
⅔ cup sugar
½ tspn. vanilla
6 ozs. chocolate chips

Method:
Beat egg whites until stiff. Add ⅓ cup sugar and beat for 3 minutes. Add remaining sugar and beat another 3 minutes. Add vanilla and fold in the chocolate chips. Drop by teaspoonfuls onto a cookie sheet. Preheat oven to 375°F. Place sheet in oven, count to 10, then turn off the oven. Leave cookies in the oven overnight.

—Governor William Donald Schaefer, former mayor of Baltimore, now governor of Maryland

If you're trying to get on
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attention—find out your
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excerpt from ***The Mayor***
United States Conference
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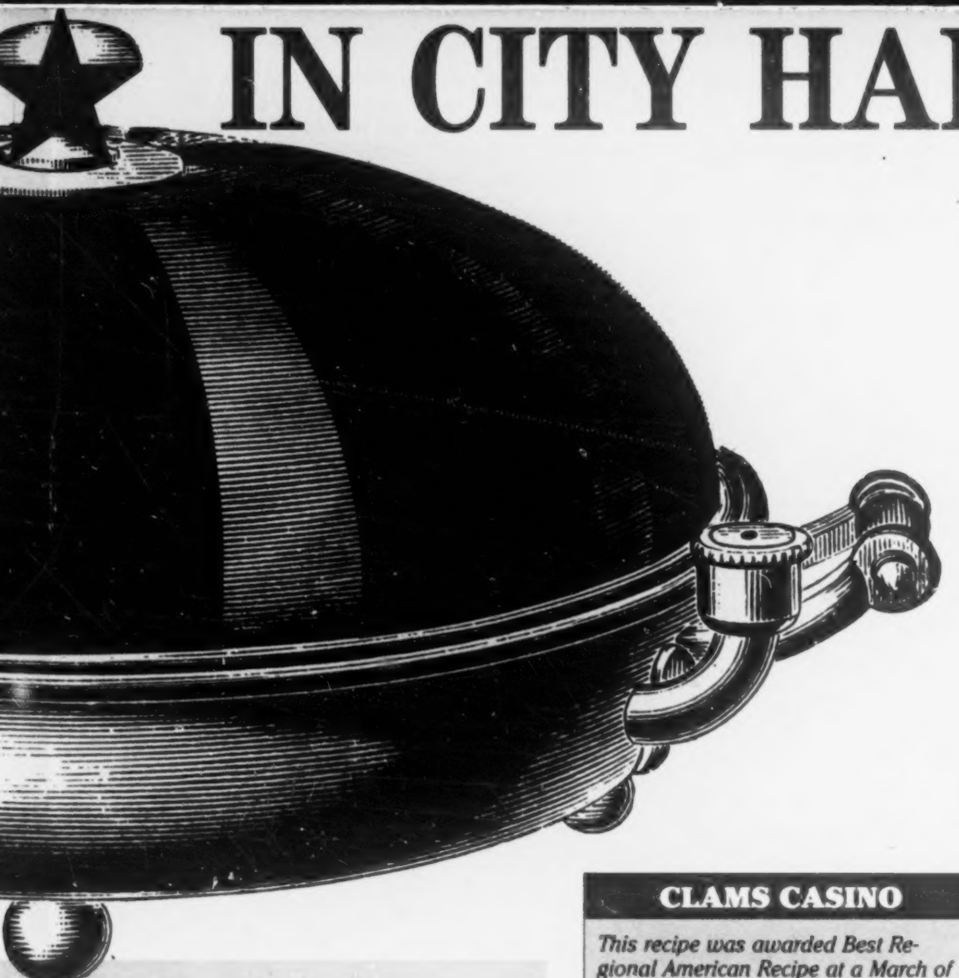
No matter what the circumstance or problem, mayors are always extremely proud of their jobs, its responsibilities and the communities in which they live. Mayors are often the city's chief boosters and will do many things to promote their communities locally, nationally and internationally—which brings us to the book, *The Mayors' Cookbook.*

The idea for the cookbook came from a discussion with mayors about their varying duties and responsibilities, one of which is often to enter or judge local cooking contests. In some instances, not only were mayors asked to enter the contests, but they also ended up winning—something mayors as good politicians would prefer not to have happen. Some of

IN CITY HALL?



our mayor's good side—and
t is sure to attract community
mayor's favorite recipe. Then
t and invite him or her to din-
at you can expect, here is an
***s' Cookbook**, published by the*
of Mayors. It lists favorite reci-
yors across the country.

the winning recipes included Birmingham, Alabama's, Mayor Richard Arrington's "Snappy Salmon" and Stamford, Connecticut's, Mayor Thom Serrani's "Clams Casino."

The cookbook idea was first tried out at the Conference of Mayors' Mid-Winter Meeting in January 1986. Many of the mayors left the meeting not only pondering ways to deal with their urban problems, but also having to decide what recipe to submit for the cookbook. Some went to the community for assistance, such as Mayor Barbara Fass of Stockton, California, who used a local contest to pick the recipes to submit. In Alameda, California, former mayor Anne Diament shared the task of deciding which recipe to submit by making the choice a project for all at city hall.

The recipes do not attempt to represent the "best" gourmet or winning dishes from a community; rather they mirror the dishes prepared by mayors and their families in their homes. ☐

Excerpted with permission from the *The Mayors' Cookbook: What's Cooking at City Hall?* by the United States Conference of Mayors, available at a special discount of $10 to members of the National Restaurant Association from the publisher, Acropolis Books Ltd., 2400 Seventeenth St., N.W., Washington DC 20009, (202) 387-6805.

CLAMS CASINO

This recipe was awarded Best Regional American Recipe at a March of Dimes benefit. "It's the best clams casino I've ever had in my life," said Craig Claiborne, food editor for The New York Times.

Serves 4

Ingredients:
12 littleneck clams on half shell
2 Tbs. soft butter
5 drops Tabasco sauce
3 scallion stalks (finely minced)
1 Tbs. garlic (finely minced)
1 Tbs. shallots
½ Tbs. cayenne pepper
2 Tbs. lemon juice
¼ cup red and green peppers (finely diced)
1 Tbs. Dijon mustard
2 ozs. brandy
Salt and pepper to taste
4 pieces blanched bacon
½ cup Ritz cracker crumbs
4 ozs. melted butter

Method:
Mix all ingredients except for melted butter, Ritz crackers, bacon and clams. Place buttered mixture on top of clams. Put bacon on top and sprinkle with Ritz crackers and melted butter. Bake at 375°F for 8 minutes.

—Mayor Thom Serrani, Stamford, Connecticut

ZUCCHINI PESTO QUICHE

This recipe won first prize in our Annual Zucchini Cooking Contest, one of the events preceding our city's Zucchini Festival held in August.

Serves 8

Ingredients:
1 9-inch prebaked pastry shell
3 small to medium zucchini (halved and cut in ¼-inch slices)
2 Tbs. pesto
2 cups Swiss cheese (grated)
1¼ cups Jack cheese (grated)
2 cloves garlic (minced)
½ tspn. white pepper
¼ tspn. cayenne pepper
¼ cup red bell pepper (chopped)
3 eggs
1 cup half-and-half

Method:
Precook zucchini (saute in butter or microwave 5 minutes). Cool and drain off excess moisture. In mixing bowl, combine zucchini, pesto, cheeses, seasonings and pepper. Mound filling in pastry shell. Whisk eggs and half-and-half until smooth. Pour over filling. Bake in preheated 375° F oven for 30 minutes or until done. If top begins to brown too fast, cover with foil. Quiche is done when knife inserted in center comes out clean. Allow to stand on wire rack 5 to 10 minutes before cutting. Serve hot. Quiche may be reheated. (Great with sour cream.)

—Mayor Alex Giuliani, Hayward, California

THE NEW GAME IN TOWN

by Julie Fintel

Most game today isn't like what hunters bring home from their fall hunting trips. Wild quarry is too often tough, stringy and strong flavored ("gamey"). Today's farm-raised game is tender, juicy and mild tasting, and it's available all year round from more suppliers than ever before. These new features plus its health benefits promise to give game a bigger spotlight on restaurant menus.

The term *game* includes a variety of animals—from deer; antelope; elk (the meat of all three is called venison); bison and boar; to smaller animals, such as rabbit and squirrel; and birds, such as pheasant, partridge, squab and quail.

Although a commonplace item in Europe, game is still a novelty to most people in this country. But game's new mild taste, menu versatility and health benefits promise to give it more exposure. "The ultimate appeal of game is its extraordinary nutritional benefits," says Mike Hughes, owner of the Texas Wild Game Cooperative in Ingram, Texas. "Chefs who are initially interested in venison as an unusual gourmet item will eventually recognize and promote it as 'the perfect red meat.' " Game meat is rich in protein, low in calories, yet almost fat free. For example, venison has less fat, calories and cholesterol than beef, pork, veal, turkey and even some types of seafood. A 100-gram portion of venison has the same amount of calories as a similar-size serving of chicken breast, but is lower in fat and cholesterol. Bison has 50 percent less cholesterol than beef, 70 percent less fat and 30 percent more protein (see March 1989 ***Restaurants USA***). Game birds are also low in fat. Quail, for instance, is 6.8 percent fat, compared to a chicken, which is 17.9 percent fat.

Game animals receive no chemicals, additives, hormones or growth promotants; and they are often recommended to people who are allergic to additives.

Tame game

Because it hasn't been inspected, restaurants are not allowed to sell the game hunters have bagged. In fact, almost all of the available game is raised on farms, much like domesticated cattle and chickens. "The word 'game' is as inaccurate as the term 'wild mushroom' when used to refer to the shiitake, morel, etc., that are really raised in caves for commercial use and not gathered," points out food writer Florence Fabricant.

Routh Street Cafe in Dallas is typical of the kind of upscale restaurant where you're most likely to find game

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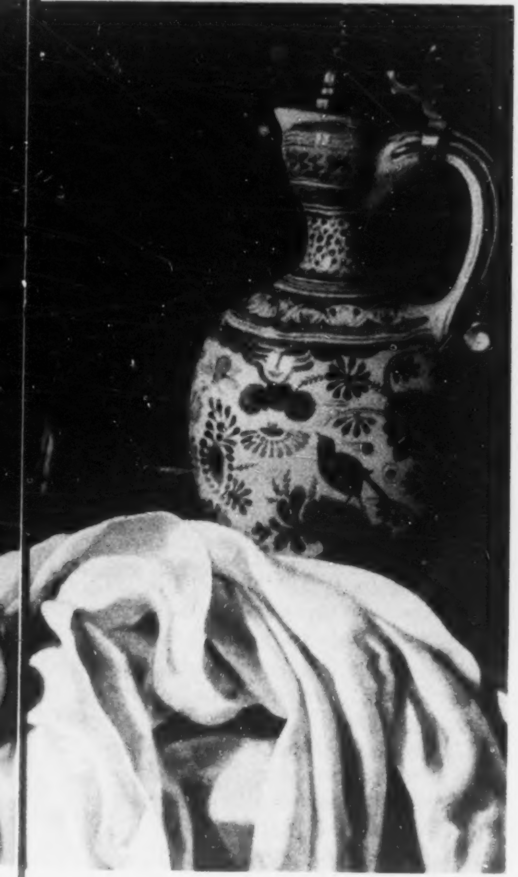
Julie Fintel is a communications specialist for the National Restaurant Association.

This still life, "Tabletop with Pigeon Pie," by Dutch artist Pieter Claesz (1598-1661) is part of an exhibit at the National Gallery of Art in Washington DC entitled, "Still Lifes of the Golden Age: Northern European Paintings from the Heinz Family Collection." The dish of pigeon pie is adorned with the bird's neck, head, wings and tail—a common practice for tables of the rich and mighty during the baroque age. ▼



on the menu. The restaurant's well-traveled customers tend to be a little more adventuresome eaters, willing to try such dishes as roasted or grilled boar with an apricot-bourbon sauce. "When people go out they tend to order things they don't prepare at home," says Fabricant.

Cost is another reason game belongs mainly to the fine dining establishments. Although prices have come down since the supply of game has increased, it's still more expensive than the better-known meats. New Zealand fresh venison costs from $4 to $6 a pound wholesale for the least expensive boneless netted shoulder to $8 to $10 a pound for the choicest saddle cuts. Texas Wild Game Cooperative sells venison scallopini for $17.98 a pound, and ground venison or venison for chili at $3.98.

How to cook game

The traditional way to prepare game

Game-bird glossary

☐ **Pheasant** is the most popular of game birds. At 3 to 4 pounds each, these birds have primarily white meat. The breast is the choicest part; the legs and thighs can be sinewy, like those of a turkey, and may be best used for sausage, pate, soup or stew.

☐ **Quail** range in size from 3½ to 8 ounces. The larger birds will serve one; for smaller quail, two are needed per serving. The most common variety of American quail is the bobwhite, which has white meat; the European quail, available in this country through distributors, has a light-pink meat. Quail can be cooked almost any way chicken is fixed. Because the birds are so small, they also can be fried in one piece. Coat them first with cornmeal or flour and then deep-fry or brown them in a skillet; then add water and cover and simmer until tender.

☐ **Partridge** is a bird about the size of a Cornish hen, weighing from 12 to 19 ounces. The partridge has light meat much like a pheasant's. According to Joseph Casero, owner of Monterey Farms in Charlottesville, Virginia, partridge is one of the best-tasting of birds, and is delicious baked with shallots and mushrooms in a lemon-wine sauce.

☐ **Squab** is another name for a baby pigeon. Squab are 14 to 18 ounces in summer and 22 ounces in winter. The meat is darker than that of a pheasant—very similiar to the meat of the European quail.

Squab regularly appears on the menu at Chez Panisse in Berkeley, California, where a favorite way to serve it is grilled, after first removing the backbone, flattening it and marinating it in oil and herbs.

☐ **Mallard duck** is a deep, rich, red meat. The wild mallard has hardly any fat, in contrast to the Long Island duck, which can be as much as 60 percent fat. The market size of a mallard is from 2 to 2½ pounds. Half a duck per person is a normal serving. At Vasata restaurant in New York City, mallard is stuffed with apples, spiced, braised and then roasted. A sauce is made from the drippings, with cognac added. Aureole, another Manhattan restaurant, serves just the breast, grilled.

A bird for the Bush. **Recognized as an avid sports enthusiast and outdoorsman, President George Bush is also a crack shot when it comes to bird-hunting. Although pressing duties and a limited season keep the President from pursuing wild game birds as often as he goes fishing, he does manage one hunting trip per year—a few days after Christmas—at a friend's ranch in Beeville, Texas. Quail (the bird) is the typical quarry for the President's hunting party; but an occasional wild turkey also gets bagged. The birds are prepared right at the ranch. Although the White House press office couldn't provide a favorite Bush recipe for game, a gift shop in his hometown of Kennebunkport, Maine, is selling an item that could become a presidential favorite—Bush Sauce—advertised as "excellent with quail."**

has been to marinate it, smother it with a rich sauce or gravy, and serve with lingonberries or cranberries—all designed to cover up the strong, gamey taste. Today's chefs let the taste of the new game speak for itself. When sauces and marinades are used, it is to enhance, not mask flavor.

The secret of proper preparation of both venison and game birds is not to overcook; the new game should be served rare or medium rare. Because the meat is so low in fat, cooking for long periods of time will dry it.

The ways of preparing the new game seem to have no limit. Game birds can be fixed almost any way that chicken is fixed. And their meat is usually interchangeable. At The Mansion on Turtle Creek in Dallas, one special is a salad that uses almost any kind of game bird as its main ingredient. The meat is smoked, then julienned and tossed with red and yellow peppers, carrot, jicama, zucchini and dried pear with a Mexican marigold mint vinaigrette.

Mansion executive chef Dean Fearing is also fond of preparing venison. For example, he sautees medallions and serves them with a spicy pear sauce and a wild-rice compote or serves thin slices carpaccio style.

At Hubert's in New York City, where venison is a consistent best seller, the chef simply tailors the accompaniments to the season. For instance, to go with slices of grilled venison tenderloin he serves seasonal poached fruit—baby apples and pears in the fall and kumquat or blueberries in summer.

At Jasper's in Boston, owner and chef Jasper White makes his own venison sausages, grills them and serves them with juniper berries and a natural venison sauce flavored with vinegar and red wine. And at The 95th in Chicago, one popular dish is pheasant breast stuffed with wild mushrooms and spinach.

In sum

Although diners may be slow to catch on to game, more and more of them are ordering it because they like to try something different when they go out. "And," says Michael Perez, sous chef at Hubert's, "once they try it, they like it and order it again." ❑

PARTRIDGE BAKED WITH SHALLOTS AND MUSHROOMS IN LEMON-WINE SAUCE

Serves 1

Ingredients:
1 partridge
1 cup chopped shallots
1 cup fresh mushrooms
4 Tbs. butter or margarine
1 cup white wine
1 lemon
1 tspn. salt
½ tspn. pepper
2 Tbs. cornstarch

Method:
Saute 1 cup chopped shallots and 1 cup fresh mushrooms in 4 Tbs. butter or margarine for 5 minutes. Pour over partridge in baking casserole; cook covered in oven for 1 hour at 375°F., basting every 10 minutes with mixture of 1 cup white wine, juice of 1 lemon, 1 tspn. salt and ½ tspn. pepper. Make gravy of braise by thickening with 2 Tbs. cornstarch blended with 2 Tbs. wine. Serve over cooked rice, topped with gravy.

—Monterey Farms

COUNTRY STYLE QUAIL

Serves 4

Ingredients:
4 quail (4 to 5 ozs. each)
4 Tbs. butter
8 oz. mushrooms
1 slice country ham
1 tspn. bouquet garni
2 Tbs. flour
1 cup white wine
Salt and pepper

Method:
Brown the quail in butter in a skillet at medium-high for 4 minutes. Remove quail and place in a dish. Add mushrooms, ham cut into small pieces and bouquet garni to skillet. Sprinkle in the flour, stirring with a wooden spoon, for 3 minutes. Add wine and let cook an additional 3 minutes, stirring constantly. Put quail back in skillet and simmer for 35 minutes. Season with salt and pepper. Serve very hot.

—Plantation Quail

SMOKED TEXAS GAME BIRDS WITH SOUTHWEST VEGETABLES AND MEXICAN MARIGOLD MINT VINAIGRETTE

Serves 4

Ingredients:
2 cups julienne strips of smoked game birds (pheasant, duck, quail, squab)
½ red bell pepper, seeded and membranes removed, cut into julienne strips
½ yellow bell pepper, seeded and membranes removed, cut into julienne strips
½ carrot, peeled and cut into julienne strips
½ small jicama, peeled and cut into julienne strips
½ small zucchini (only part that has green skin attached), cut into julienne strips
1 dried pear half, cut into fine julienne strips
2 Tbs. chopped fresh Mexican marigold mint (or 1 Tbs. chopped fresh mint and 1 Tbs. chopped fresh tarragon)
1 shallot, minced
1 clove garlic, minced
1 Tbs. lemon juice
3 Tbs. white wine vinegar
½ cup plus 1 Tbs. peanut oil
Salt to taste
Ground black pepper to taste
Mexican marigold mint or mint leaves for garnish, if desired

Method:
Toss together julienne strips of game, vegetables and dried pear.

In a separate small mixing bowl, whisk together marigold mint, shallot, garlic, lemon juice, vinegar, oil, salt, and pepper. Pour over julienned ingredients and toss to blend.

Place a small mound of salad in the middle of four salad plates. Garnish with Mexican mint or mint leaves, if desired.

—Dean Fearing, The Mansion on Turtle Creek

TJTC

The Targeted Jobs Tax Credit (TJTC) is expected to be extended for two years in December. Although the tax credits earned through this program can be significant, relatively few foodservice operators are taking advantage of this easy-to-implement program.

THE UNDERUTILIZED TAX CREDIT

by Kathy Boyle

Seeking out and finding the hard-to-employ takes time that even some of the most skillful businesspeople have little of and effort that most cannot afford to expend.

That is why the federal government devised an incentive system of tax credits known as the "Targeted Jobs Tax Credit" (TJTC). This little boost to business has been one of the most workable programs ever devised by the federal government.

The idea behind the tax credit is to offset the dollars involved in recruiting and training hard-to-employ individuals, thereby encouraging businessmen and women to hire the disadvantaged.

A TJTC-eligible employee is a new hire that comes from one of nine groups composed of low-income individuals. Included are disadvantaged youth, welfare recipients, Vietnam-era veterans, ex-convicts and the disabled. (See sidebar for specifics.)

Substantial savings for businesses

The TJTC credit can add up to substantial savings for a business. The credit is generally equal to 40 percent of the first $6,000 of qualified first-year wages paid to a member of the targeted groups—for a maximum of $2,400 per individual. With respect to economically disadvantaged summer youth employees, however, the credit is equal to 40 percent of up to $3,000 of wages—for a maximum credit of $1,200. Last year, for example, the Marriott Corporation added $7 million to its bottom line in TJTC tax credits. Although Burger King Director of Human Resources Roger A. Rendin did not know the exact amount his company saved in TJTC credits, he pointed out that Burger King added 3,000 new TJTC-eligible employees in 1988 and has already added 1,500 individuals this year. Even for a smaller company, TJTC credits can make a sizable difference.

For example, Ralph & Kacoo's, with six restaurants in Louisiana, began using TJTC three years ago, on the advice of the company's CPA. "The first year he taught us, and we actually saved $12,000 after costs," reports Don F. Gerald, Jr., vice president and district manager for Ralph & Kacoo's. "The following year," adds Gerald, "we felt justified in hiring a personnel administrator to run the program for us. With the TJTC savings we generated, we were able to pay his salary and add savings way beyond that. And the administrator had other human-resources responsibilities as well."

In addition to the financial incentive, many companies cite the enormous "soft" benefits from TJTC, such as a positive feeling about the company for employing those in need, increased loyalty, reduced employee turnover, higher on-the-job motivation and increased company pride. "I believe that what I call 'soft, fuzzy savings' equate with the dollar savings (in importance)," reports Janet Tully, director of community employment and training for the Marriott Corporation in Bethesda, Maryland. "Because of the personal satisfaction they have gained on the job working with TJTC employees, we have employees who—on their own time—work with the disabled. In fact, two Marriott trainers recently received the President's Award for their outside-the-job efforts training disabled youth. Too often, employers fail to see these extra benefits when implementing a TJTC program."

Moreover, the TJTC new hires usually become loyal employees. According to companies that hire these individuals, TJTC-eligible workers tend to stay on the job. Many never have had a paying job before and are proud to be working.

Unfortunately, only a few operators use TJTC

Why aren't more restaurants taking advantage of TJTC savings? Because it is a government program, many operators perceive TJTC to be burdensome, with insurmountable paperwork, reporting and compliance procedures that far outweigh any potential savings. These restaurateurs are making a mistake. Participants agree that the TJTC program is relatively simple to implement and operate, and that the savings are well worth the extra effort required. "I think a number of smaller operators are missing a real benefit in TJTC. They think the program is too complicated, but it is well worth the time and money," says Don Gerald. "When we opened our laundry operation, about 80 percent of the people we hired were TJTC-certified. I would say that out of

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Kathy Boyle is a freelance writer in Rockville, Maryland.

900 employees in our restaurants, about 30 to 40 are TJTC-eligible."

How the program works

For an employer to receive the TJTC tax credit, the state employment agency must issue TJTC certification. To begin a TJTC program, therefore, a restaurateur must contact the local state employment agency. The agency, which can usually be located in the telephone directory under such headings as "job services," "unemployment insurance" and/or "state government," provides background materials, supplies information to judge applicants' eligibility, certifies eligibility and finally issues a voucher.

The key requirement is that on or before the first day of employment either the TJTC employee must be found to be TJTC-eligible or the employer must have sent a letter of intent to the state employment agency. "What this means is that you must send a note to the employment service postmarked on or before the first day of employment saying, 'We hired Mr./Ms. so and so and think he/she is eligible for TJTC. We will be sending him/her down later for an interview.' "

Sometimes, however, state employment-agency staff are unfamiliar with the program because in the past there has not been enough information at the state level to teach people about the program. "When we first started, we had to educate state employees about TJTC," says Burger King's Rendin.

Perhaps one reason for this lack of awareness is the awkward way in which TJTC is renewed. It is not currently a long-term program, although businesses are urging Congress to change that. Instead, funding for TJTC must be renewed every year or two by Congress or the program will die. In reality, however, the program has been renewed each time since its inception in 1978. What this funding procedure means on the state level, however, is that when there is delay in funding approval because of committee appropriations hearings and other administrative details, state agency workers involved in TJTC implementation are usually transferred to other departments. Thus the state agency often has to begin with a new batch of workers each year or two.

How to run the program

Companies that pursue the TJTC tax credit can manage the program inhouse through their human-resources department or they can hire an outside contractor to run the program for them. Sometimes they can receive community assistance through such groups as the United Way.

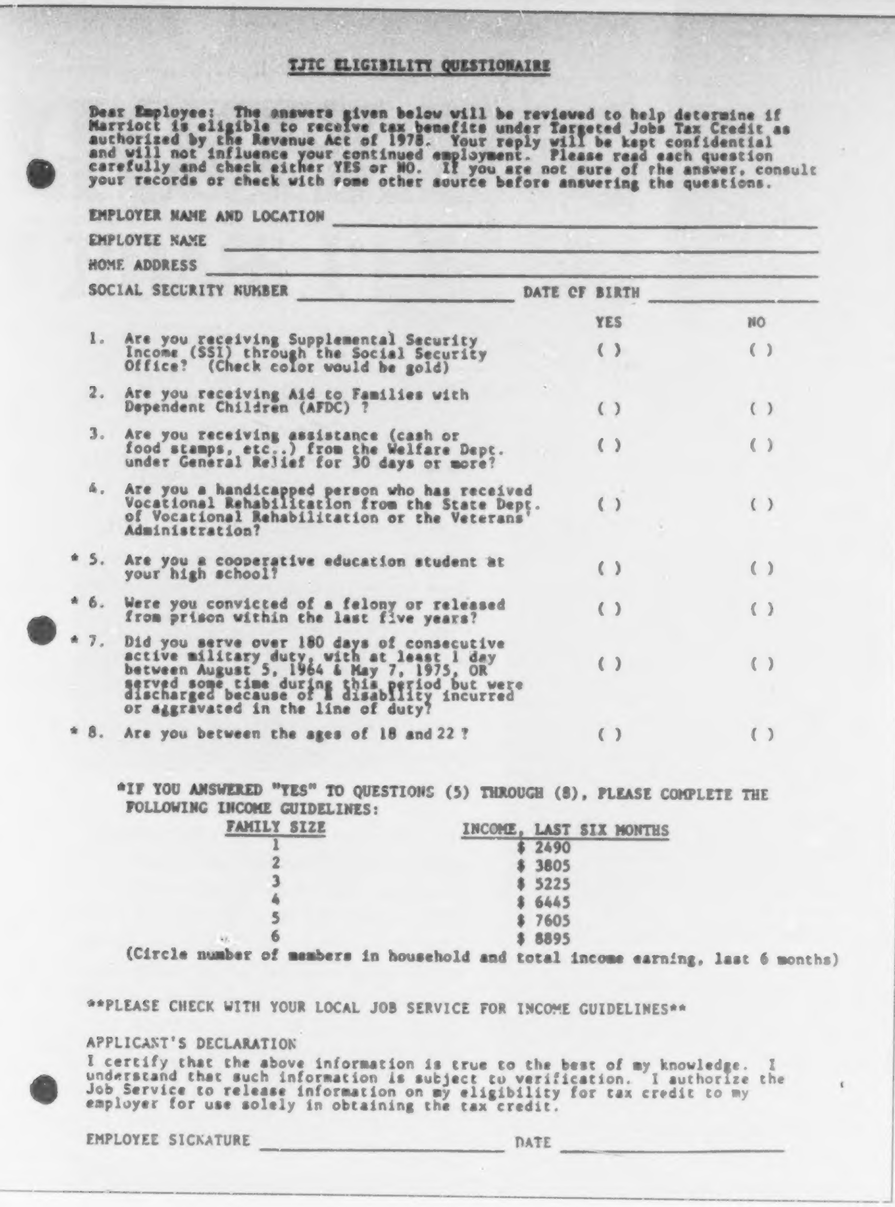
An inhouse TJTC-management program requires staffing—and for chain operators, often a computer system and a designated phone line, preferably an 800 number.

Because local job services have the final word on eligibility, large companies work closely with their unit managers. To make sure local offices have the assistance they need, many larger companies have installed 800-number hotlines. These hotlines are used to answer any questions managers may have or to screen potentially eligible workers. "The hotline number simply expedites the paperwork involved," says Gerald.

Marriott operates its hotline as a screening service from 8 a.m. to 7 p.m. (EST), Monday through Friday. Unit managers call in to talk to one of three hotline operators, who then speak directly with the potential hiree. Spanish-speaking operators are available at all times.

Typically, hotline operators follow a list of questions on the computer, using their own program or a software package developed to screen applicants. (The prepackaged software is best suited to large companies, because of its high pricetag of $50,000 to install and $25,000 each year to lease.)

First the operator explains that all answers will be held in confidence and will not affect the individual's employment opportunities or taxes. Then the hotline operator leads the hiree through a series of programmed questions to determine eligibility, such as "How old are you?" "Whom do you live with?" "Do your parents work?" "What have you been doing for the past six months?" On the basis of the applicant's responses to these questions, the computer will make a determination about the individual's eligibility for a tax credit. If the applicant is eligible for a tax credit, a letter of intent will automatically be sent to the local employment



TJTC ELIGIBILITY QUESTIONAIRE

Dear Employee: The answers given below will be reviewed to help determine if Marriott is eligible to receive tax benefits under Targeted Jobs Tax Credit as authorized by the Revenue Act of 1978. Your reply will be kept confidential and will not influence your continued employment. Please read each question carefully and check either YES or NO. If you are not sure of the answer, consult your records or check with some other source before answering the questions.

EMPLOYER NAME AND LOCATION ____________________

EMPLOYEE NAME ____________________

HOME ADDRESS ____________________

SOCIAL SECURITY NUMBER ____________ DATE OF BIRTH ____________

		YES	NO
1.	Are you receiving Supplemental Security Income (SSI) through the Social Security Office? (Check color would be gold)	( )	( )
2.	Are you receiving Aid to Families with Dependent Children (AFDC) ?	( )	( )
3.	Are you receiving assistance (cash or food stamps, etc..) from the Welfare Dept. under General Relief for 30 days or more?	( )	( )
4.	Are you a handicapped person who has received Vocational Rehabilitation from the State Dept. of Vocational Rehabilitation or the Veterans' Administration?	( )	( )
* 5.	Are you a cooperative education student at your high school?	( )	( )
* 6.	Were you convicted of a felony or released from prison within the last five years?	( )	( )
* 7.	Did you serve over 180 days of consecutive active military duty, with at least 1 day between August 5, 1964 & May 7, 1975, OR served some time during this period but were discharged because of a disability incurred or aggravated in the line of duty?	( )	( )
* 8.	Are you between the ages of 18 and 22 ?	( )	( )

*IF YOU ANSWERED "YES" TO QUESTIONS (5) THROUGH (8), PLEASE COMPLETE THE FOLLOWING INCOME GUIDELINES:

FAMILY SIZE	INCOME, LAST SIX MONTHS
1	$ 2490
2	$ 3805
3	$ 5225
4	$ 6445
5	$ 7605
6	$ 8895

(Circle number of members in household and total income earning, last 6 months)

PLEASE CHECK WITH YOUR LOCAL JOB SERVICE FOR INCOME GUIDELINES

APPLICANT'S DECLARATION

I certify that the above information is true to the best of my knowledge. I understand that such information is subject to verification. I authorize the Job Service to release information on my eligibility for tax credit to my employer for use solely in obtaining the tax credit.

EMPLOYEE SIGNATURE ____________ DATE ____________

A sample questionnaire used by the Marriott Corporation to determine TJTC eligibility.

service. The manager will then make an appointment for the employee at the local employment service.

In addition, in many cases the TJTC-eligible employee must have his/her parent fill out a one-page household-information voucher. The voucher verifies that the employee is not claimed as a dependent on anyone's income-tax form and pays for at least 50 percent of his/her own support.

Marriott's research has shown that proper use of the TJTC hotline can triple the amount of tax credits received.

Companies that prefer not to get involved in running their own TJTC program can hire an outside contractor or consultant to run a program for them. The contractors screen employees for eligibility and follow up with the appropriate paperwork. When Ralph & Kacoo's was acquired by Piccadilly Cafeterias, Inc., management of its TJTC program was turned over to a consulting firm. Now managers call the firm on a hotline to identify their eligible employees. The consulting company then talks to the potential TJTC employee over the phone to determine eligibility. If the employee is eligible, the company processes the information and sends a packet to the unit manager for followup. It is up to the manager to get the TJTC employee to the state employment offices for a certification appointment.

Some companies combine both approaches. Marriott, for example, employs 23 people to run its TJTC program and has installed a TJTC hotline at its headquarters. It also works with a consultant to manage its 2,800 contract food and service management accounts.

Creating management incentives

To make a TJTC program successful, say those who run them, the unit-level manager must see tangible benefits. "You have to create a method for each unit to get back the tax credits," says Tully of Marriott, whose company applies the credit to the unit's wage costs. The manager sees the amount being credited to his/her unit's labor costs. This way, the unit manager sees the direct value of the program and works to seek out the qualified individuals to reduce wage costs on his/her bottom line.

Rendin of Burger King agrees. "We encourage our managers to be on the lookout for TJTC employees by giving them a credit to their bottom line. Also, we are experimenting with a bonus for managers."

Human-resources directors note that they try to make sure the TJTC process is relatively painless for managers—the hotline call is free, the identification process is done for managers, and a postage-paid envelope is sent to return vouchers and certificates to headquarters.

As a further incentive, some companies even rate managers on how many TJTC applicants were approved through the hotline and then what percentage get vouchered.

In addition, companies that run in-house programs have developed such TJTC aids as stick-on phone reminders with the 800-hotline number. "We mail out packets to each unit," explains Tully. "They include stickers to put on the phone, with the proper hotline or TJTC consultant's phone number."

However, the greatest single obstacle to operating a TJTC program is getting the employee to the state employment office for certification. "TJTC-eligible employees either do not want to go or they forget to bring their proof of age or income," reports Tully of Marriott. "To overcome this resistance, we give the manager a $50 bonus for each individual he or she gets to the employment office for the TJTC interview." ❑

FOOD BACK O

The Food & Drug Administration (FDA) has embarked on a major initiative to improve the information on food labels. Among the questions FDA is addressing is whether fast food should be subject to mandatory labeling of ingredients, and if so, how this would be accomplished.

ARBY'S LEAN ADVANTAGE
The Light Touch
ALL-VEGETABLE OIL
NO CHOLESTEROL
WHAT'S SO GOOD ABOUT THE FAST FOOD HABIT WORTH HAVING?

"The time has come for food-labeling reform," says FDA Commissioner Frank Young. "The public's growing awareness about nutrition and health must be supported by accurate information." FDA is examining five aspects of food labels: the requirements for nutrition labeling, the format used for nutrition information, the requirement for ingredient labeling, descriptions of food (low-fat, "light," etc.) and the use of health messages on food that link the food to disease prevention.

What's on a label?

At first glance it can appear that food labels provide consumers with more nutrition and facts about ingredients than ever before. But the current regulations allow manufacturers enough leeway to tell only part of the story. For example, many products that are promoted as cholesterol-free contain much saturated fat, a worse culprit in contributing to the risk of developing heart disease. Critics have described the current regulations as misleading, dangerous and even criminal.

Ideally, the result of the current FDA initiative will be food labels with more comprehensible and usable information. FDA will determine how much nutrition and ingredient information is relevant. It will select the most useful methods of presentation, such as bar graphs, pie charts and adjective scales (i.e., fair, good, excellent). Food standards and descriptions will be updated to reflect advances in food technology and nutrition. The health-claims issue will be resolved.

FDA will once again consider whether or not to include ingredient information on fast food wrappers.

In 1985 the agency rejected a consumer group's petition to require that all foods served in a container or wrapper by a fast food restaurant disclose the ingredients on products because it questioned the practical aspects of implementation and enforcement. As it did in 1985, the National Restaurant Association is lobbying against fast food ingredient labeling, citing the numerous chain operations that publish ingredient and nutrition information in consumer booklets. Bills recently introduced in Congress to revise and improve food labels specifically exclude foodservice establishments from mandatory provision of ingredient and nutrition information.

FDA will be studying the labeling issue for at least a year.

Food labeling: where it's been

Although ingredient regulations for food labels were instituted in 1938, it was not until 1973 that nutrition information became mandatory on certain food labels. Both regulations have outgrown their original purpose. Ingredient lists originally were intended to provide economic protection for consumers, by preventing manufacturers from skimping on or substituting ingredients. Today's consumers use ingredient lists to avoid certain ingredients, such as salt, sugar and preservatives.

In 1973, when the nutrition information regulations became effective, the relationship between diet and disease was not known to be as strong as it is today. As a result, nutrition information on food labels does not focus on fats and cholesterol but includes less useful data on vitamins and minerals. Plus, nutrition information is not required on all food labels—only on products that make a nutritional claim (i.e., low-calorie), contain added nutrients or are intended for dietary restrictions.

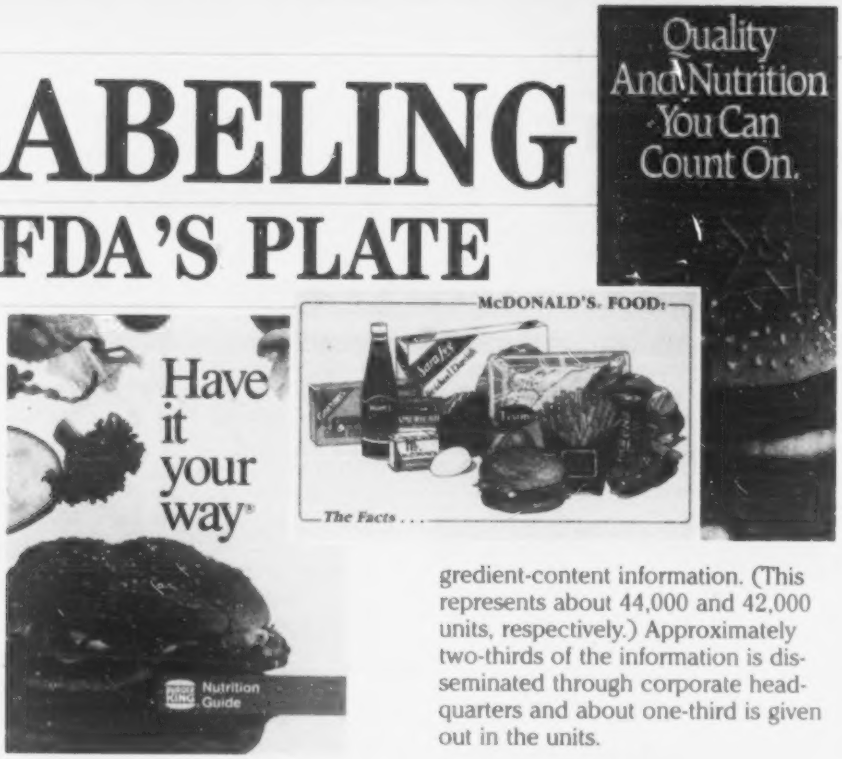
The format used to present nutrient data on packages has been criticized as useless. It is presented on a per-serving basis, but the serving sizes often are unfamiliar to consumers—such as an ounce of pretzels. Also the nutrients are given in foreign measurements, such as grams and milligrams.

Although FDA has traditionally considered health messages or disease-related claims to be drug claims and has prohibited them from food labels, in 1987 FDA developed new regulations to permit the use of health claims on food. The regulations died in bureaucratic review. Lack of regulations in this area has resulted in chaos in the marketplace. And certain manufacturers have been known to push the rules to the limit.

Private initiatives have begun to pick up where federal regulations leave off. The American Heart Association (AHA) is developing a seal-of-approval program for processed foods, designed to assist consumers in heart-healthy shopping. The program has been criticized for oversimplification of the diet-health issue by categorizing foods as "good" or "bad." It is rumored that the FDA is opposed to AHA's program but is reluctant to intervene because it lacks its own health-claims policy. The current FDA initiatives are designed not only to determine how much and what type of nutrition and ingredient information is relevant to consumers but also what a workable health-claims policy might be.

LABELING

N FDA'S PLATE



Foodservice operators are very much aware of this issue. A National Restaurant Association 1988 survey of chain operations,* for example, shows that 86 percent of the respondents have nutritional information available for patrons, and 79 percent have ingredient-content information. (This represents about 44,000 and 42,000 units, respectively.) Approximately two-thirds of the information is disseminated through corporate headquarters and about one-third is given out in the units.

Guidelines available

Foodservice operators should be aware of their patrons' needs. Some consumers, especially those with food sensitivities and dietary restrictions, need to know what is in the food they eat. The National Restaurant Association has published guidelines to help operators provide information about ingredients and nutrition to their customers. These guidelines outline the issues, explain how to develop appropriate information and discuss effective methods of dissemination. *Guidelines for Providing Facts to Foodservice Patrons* (C1600) sells for $5.50 to members and $11 to nonmembers. You can order a copy of the guidelines by sending a check or money order to the National Restaurant Association, publications department, 1200 Seventeenth Street, N.W., Washington DC 20036.

—Claire Regan, R.D.

**Chain operations of fast food and family restaurants with 350+ units were surveyed. Operations serving primarily pizza and ice cream/yogurt were excluded.*

NOTE: The FDA is requesting public comment on the revision of food labels. Submit your views on ingredient or food labeling by December 6, 1989, to: Dockets Management Branch, (HFA-305), Food and Drug Administration, Room 4-62, 5600 Fishers Ln., Rockville, MD 20857.

Submit two copies if you are writing as a business, one if you are writing as an individual. Comments must be identified with "Docket Number 89N-0226."

What's happening in the states

Although federal regulations currently do not require ingredient or nutrition information on restaurant foods, several states and municipalities either mandate that this type of information be available at point of sale or have similar legislation pending. This preemption of federal regulation can be a headache for multi-unit operators doing business in more than one state. Varying laws from state to state require operators to comply with a multitude of regulations rather than one national standard. Currently, federal food-labeling regulations can be enforced only by federal authorities.

Food-labeling bills pending in Congress, however, address the issues of preemption and state enforcement. The Nutrition Labeling and Education Act of 1989 (S. 1425, H.R. 3028) sponsored by Senator Howard Metzenbaum (D-OH) and Representative Henry Waxman (D-CA) would grant states the authority to enforce federal labeling regulations as long as FDA is given 30 days' notice. Another bill, The Food Labeling and Nutrition Act of 1989 (S. 1505) sponsored by Senator Orrin Hatch (R-UT), calls for uniformity in food labeling. This act would allow a state to preempt federal law only if the state regulation "is required by compelling and unique local conditions, would not cause the food to be in violation of any applicable requirement under federal law, and would not unduly burden interstate commerce."

Most trade associations representing food manufacturers are opposed to state or local enforcement or preemption of federal laws. Representatives of the Chocolate Manufacturers Association of the U.S.A. recently told the House Energy and Commerce Subcommittee on Health and the Environment that "the possibility of having 50 different standards and/or 50 different interpretations of the same standard is staggering and incomprehensible for manufacturers of food products who distribute throughout the United States. Uniform labeling is absolutely essential for companies that engage in interstate commerce."

Consumer groups advocate a stronger role for the states in enforcing food-labeling regulations. They argue that FDA lacks the resources to prevent misleading labeling. In the past, states have intervened but have lacked the authority to enforce federal laws in federal courts. With preemption, state officials could assist FDA in enforcing food-labeling laws.

Foodservice establishments specifically have been exempt from these congressional bills, but state preemption of federal regulation remains a concern to the foodservice industry. Comments submitted to FDA or members of Congress regarding the industry's stand on food labeling should address this issue, advocating federal regulations for multi-unit chains operating in more than one state.

THE IMMIGRATION LAW THREE YEARS LATER

by Maura Griffin

Anxiety. Distress. Worry. These are the frustrated words of some restaurateurs across the country in response to the controversial Immigration Reform and Control Act (IRCA) of 1986.

The complicated law strains both the large and small restaurant, especially in the rigorous documentation requirements under the law. As the law approaches its third anniversary, enforcement is also at issue, as well as the role of restaurateurs in immigration control.

"We could become criminals for simply hiring the wrong people," says a Boston restaurant owner who calls the law "absurd." The owner of a Montana restaurant calls the law "useless." A New Mexican restaurant's bookkeeper says the law is a "burden."

Restaurant operators feel they are being used as "police for the government's laws," says Leo Romero, owner of restaurants in Boston and Vermont, articulating the thoughts of many owners.

The service industries have not been prepared for the rigorous documentation procedures the law requires. Particularly small businesses, such as family-owned restaurants, have little experience with detailed paperwork. Nor do they have the time or human resources available to meet those demands.

The law generates an enormous task of researching workers, keeping tabs on their progress if they are alien or temporary workers, and becoming "junior INS officers," as one owner put it, to judge exactly what credentials are in fact legitimate.

Maura Griffin is a freelance writer in Stowe, Vermont.

Foodservice Trends
Special Survey Report

HOW IMMIGRATION REFORM IS AFFECTING RESTAURATEURS

In August 1989, 32 months after passage of the Immigration Reform and Control Act (IRCA) in November 1986, the National Restaurant Association conducted a survey among eating establishments to learn what kind of an effect the law is having on their businesses. Preliminary survey results indicate that numerous employers in the restaurant industry are having difficulty because of the requirements the new law imposes on them.*

Despite the fact that the majority of respondents operate relatively small businesses with less than $1 million in annual sales, the average number of I-9s completed in the 12 months ending August 1989 was nearly 100. Moreover, the average amount of time required to complete just one I-9 was nearly 20 minutes.

Perhaps more telling than the amount of paperwork required is its difficulty. The majority of respondents reported that they frequently or occasionally have difficulty completing I-9 forms. Seven out of 10 reported that they frequently or occasionally have to delay hiring staff because of the difficulty they have verifying documents, and eight out of 10 reported experiencing difficulty obtaining proper identification from job applicants.

The problem of obtaining the required documents from applicants is especially severe with teenagers and other individuals who are seeking their first job. Approximately half of the survey respondents reported that they frequently have difficulty obtaining documents from these individuals. Furthermore, one in five said that adult males and females frequently have difficulty providing the required documents.

**Preliminary results are based on more than 550 responses, a 6 percent response rate. Surveys were mailed to eating establishments in August. Nearly seven in 10 responses are from California, Florida, Illinois, New York and Texas—the states which were the primary focus for the survey because INS is directing a large part of its enforcement efforts to those states.*

Anthony's Fish Grottos of San Diego, a family-run chain with seven branches and 725 employees, was forced to create a personnel department because of the increased paperwork. Director of Human Resources Pauline Gaus said the hardest part of the paperwork was the chore of follow-up investigation on employees. "The follow-up activities—stickers for expirations dates and the like—are the worst . . . . The government is making us into Gestapo agents," Gaus says.

The IRCA facts

The concept of the law—how to control the borders of the United States—was discussed for six or seven years prior to Ronald Reagan's signing the Immigration Reform and Control Act into law. The much-debated legislation became law in November 1986, in part as a response to a perceived flooding of the job market by immigrants.

All employees and job applicants hired after November 6, 1986, are required to show proof of identity and work eligibility in order to be hired. If the employer fails to collect this information, or the information is found to be false, the employer could be faced with severe penalties both for paperwork violations and for employing unauthorized aliens.

The tacit purpose of IRCA is to create an environment so unfavorable that the incentive to immigrate will be lessened and, additionally, illegal aliens who do come into the United States will find it so hard to get work that they will be forced to return to their native countries.

How operators are responding

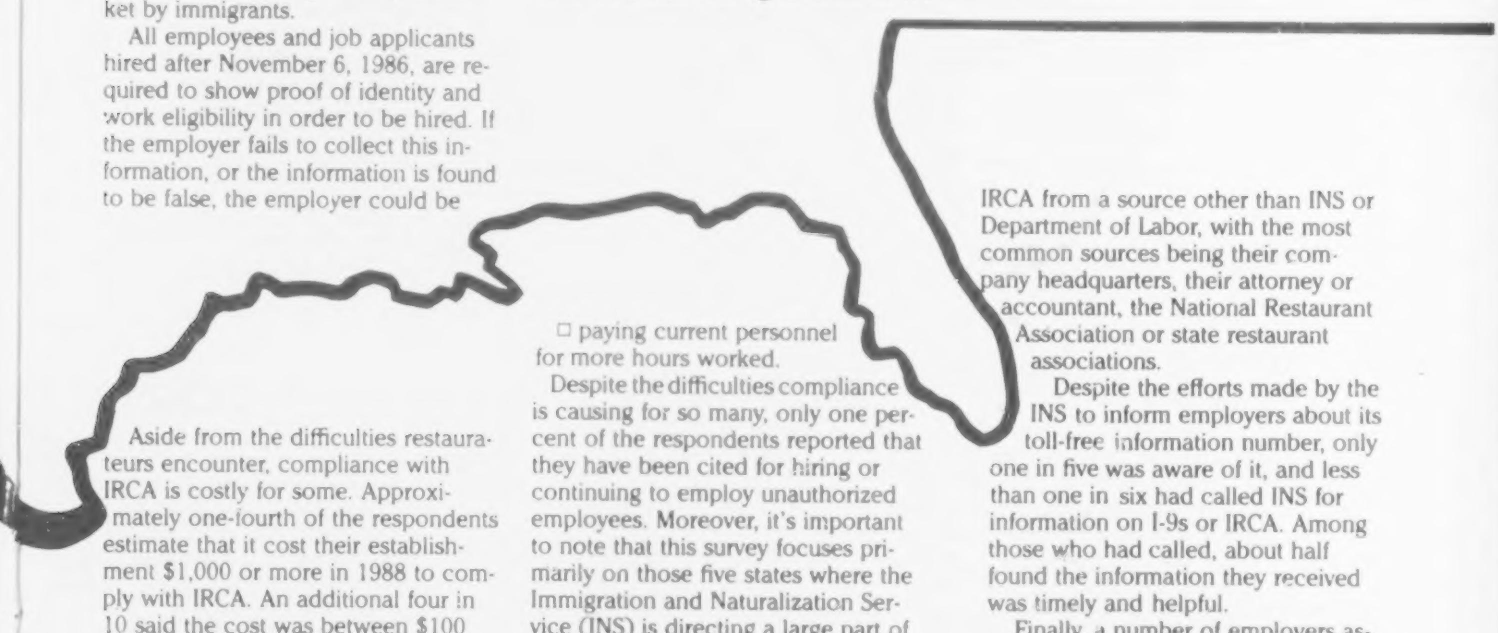
In New Mexico, where employers have traditionally had more experience with undocumented workers, some restaurants have made it a point for years never to hire anyone without proper documentation—so the law is "not really a hassle," says Ann Gonzalez, spokesperson for The Pink Adobe Restaurant in Santa Fe.

"At the time the law came into effect, we weren't hiring undocumented workers," says Gonzalez, who calls the amount of paperwork "tremendous." She adds, "There has always been Mexican immigration here, and we've always been aware of it."

Marjorie Palmisano, owner of Ernest's Orleans Restaurant in Shreveport, Louisiana, says, "We have no problems." Her restaurant, which has been open for a year, employs 30 people. "We've always hired Hispanic-looking people, so we don't have discrimination. Just as long as they have their papers they can work."

In another part of the country, Jack Creach, owner of three Rax franchises in Helena, Montana, finds a different situation. He says there is not one alien among the 360 workers he employs.

"They just don't apply," he says. "We're close to Canada—and we thought we'd have a problem—but



Aside from the difficulties restaurateurs encounter, compliance with IRCA is costly for some. Approximately one-fourth of the respondents estimate that it cost their establishment $1,000 or more in 1988 to comply with IRCA. An additional four in 10 said the cost was between $100 and $1,000.

The most common additional cost incurred was that required for supervisory personnel to review paperwork to ensure compliance; this cost was reported by more than six in 10 respondents. Other actions taken by at least four in 10 respondents to comply with the law include:

☐ purchasing a copy machine or paying for photocopies and

☐ paying current personnel for more hours worked.

Despite the difficulties compliance is causing for so many, only one percent of the respondents reported that they have been cited for hiring or continuing to employ unauthorized employees. Moreover, it's important to note that this survey focuses primarily on those five states where the Immigration and Naturalization Service (INS) is directing a large part of its enforcement efforts—California, Florida, Illinois, New York and Texas. Nearly seven out of 10 respondents were located in one of these states.

Regarding the INS educational campaign to inform employers about the law, more than half report receiving a copy of the *INS Handbook for Employers* with instructions for completing I-9s. In addition, four in 10 report receiving information about IRCA from a source other than INS or Department of Labor, with the most common sources being their company headquarters, their attorney or accountant, the National Restaurant Association or state restaurant associations.

Despite the efforts made by the INS to inform employers about its toll-free information number, only one in five was aware of it, and less than one in six had called INS for information on I-9s or IRCA. Among those who had called, about half found the information they received was timely and helpful.

Finally, a number of employers associate IRCA with their difficulties in finding enough U.S. citizens or authorized aliens to fill job openings. Approximately one-third of the respondents said it is difficult to find enough authorized employees, and more than half of these employers attribute most or all of the difficulty to a labor shortage caused by tighter immigration restrictions.

—Susan Mills

there aren't too many Canadians coming down trying to get jobs."

His managers spend too much time on the strict documentation, he adds. "Rather than focusing on the day-to-day operation, we have to make sure everybody has his or her ID. When I've got a kid without a driver's license, we're in trouble." Creach, who has not had any contact with immigration officials, says he is not even sure he is completing the forms correctly.

Great need for more legal immigrants

Labor is a concern in certain areas of the country with low unemployment because restaurants simply cannot find workers. "The government takes a simplistic view of immigration," says Lee Romero, owner of restaurants in Vermont and Boston. "Hiring Americans is fine and good, but where are they? I can't get American dishwashers."

Pauline Gaus of Anthony's Fish Grottos in San Diego says, "Any employer will tell you it's hard to fill minimum-wage jobs. Our children won't take them."

Romero, Gaus and others are among a growing groundswell of business owners who want more legal immigration to ward off labor shortages.

The National Restaurant Association has identified immigration-related issues as legislative/regulatory priorities, and has established the Immigration Issues Task Force at the May 1989 meeting of its Board of Directors. The task force convened its first meeting on July 20, 1989, in Washington DC. Taskforce members identified two separate goals:

- ☐ **to identify and quantify problems related to the Immigration Reform and Control act of 1986 (IRCA) and**
- ☐ **to explore legal immigration reform as a mechanism for expanding the labor pool.**

Association employees were instructed to develop a research project to gather industry-specific information relating to IRCA. (See accompaning survey report.)

The task force also identified a two-pronged approach to expanding the labor pool through legal immigration reform: (a) to increase the number of permanent visas granted to immigrants who are comparatively less skilled and (b) to explore the prospects of a temporary nonimmigrant-worker program.

Meanwhile, the House Subcommittee on Immigration has begun to focus on legal immigration reform. Hearings have been scheduled for September 27 and 28 and for October 4.

The Pink Adobe has a similar problem with American citizens, Gonzalez says. "It's not the Mexicans I have to chase—they come prepared with all their paperwork—it's the Americans I have to hound, because they've lost their Social Security cards or their birth certificates."

Compliance and enforcement challenges

In the last year, an estimated 70 percent of the issued fines have been against the service industry—primarily restaurants and hotels, reports Donald Niehlson, spokesman of the Immigration and Naturalization Service's (INS's) southern field office.

Frederic C. Hite, an immigration lawyer working in Boston and author of *Aliens in the Workplace: An Employer's Guide to the Immigration Law*, says the INS may be targeting restaurants because "it's a business that traditionally has many more aliens than other industries. They may be making an example."

Enforcement—how fairly and how legally it is administered—is an issue of contention across the nation, in heated discussions and, more important, in the courts. Many feel the INS is overzealous in its prosecution of paperwork violations.

A one-page form called the I-9, where employers list the documentation for all new employees' right-to-work and identity, is at the center of this enforcement controversy.

"The I-9 is very simple to complete," said Charles Midby of the INS field office in Minneapolis. "In fact, it's about the easiest government form I've ever seen." While a single Form I-9 may not seem too complex, completing one for every employee, determining which documents are acceptable and attesting to their authenticity, make hiring personnel an onerous and frightening prospect. Especially when guidance is hard to come by and an employer needs help immediately, he finds himself in a box—should he run his business or do his duty as an INS agent? He has to choose the latter, since violating the law is out of the question both ethically and financially.

The INS has stated there will be no fines for paperwork violations, unless they are "egregious," or unless they are coupled with actual hiring violations.

Yet restaurant owners are being fined for failing to meet standards set by the INS for the completion of the form. Domino's Pizza, for one, was fined $20,000 for what was called "solely paperwork violations," according to spokesman Ronald Hingst.

The INS says there has been "excellent compliance" with the law, according to INS information officer Rudy Murillo. "We know that because they come to us and ask us how to fill out the forms. We also do spot surveys and I-9 inspections."

Anthony's Fish Grottos was audited in October 1987, says Gaus. This was before fines were levied for the first violations, but she says, "They'll get you for forgetting to date something or for not having the correct check marks. We really have to dot every i and cross every t—little things that have nothing to do with hiring illegal aliens."

Many owners, afraid of fines from the INS for paperwork violations, have struggled to learn precisely what information is needed for all employees. Domino's Pizza and other large chains have requested educational seminars from the INS and have held "how to" meetings for their workers and managers, says Hingst. The Furr's Cafeteria chain has also worked closely with the INS.

Determining exactly what documents are acceptable can be a problem says Gonzales of The Pink Adobe. "What is confusing is what is necessary. I call the INS's toll-free number, but I get a long recording with no new information and no one to talk to. I finally had to call the immigration department in Albuquerque." She found out that some documents are allowed by the INS but are not listed in the sheets given out by the INS. Many other restaurateurs have voiced similar complaints. ❑

A profile of the mature market

The maturing of America is beginning. As their numbers continue to grow, individuals older than 55 are likely to become an even more valuable market segment for restaurateurs. These consumers, who have plenty of leisure time, prefer midscale restaurants. They also have distinct food preferences and are less likely to use off-premises dining.

Seniors make up a large part of the overall population, and their numbers are growing. This year, the U.S. Bureau of the Census projects that more than one out of every five Americans will be 55 years of age or older. These consumers are a strong market for restaurants; they spend a large proportion of their food budgets away from home. (Refer to "More food dollars go to restaurants" in this department).

Economic facts about the mature market

The national economic picture is now shifting. The 60 million Americans older than 50—one-fourth of the total U.S. population—will turn out to be the most powerful and affluent consumer group in history.

Although they represent only 25 percent of the total U.S. population, Americans 50 years old and older now have a combined annual personal income of more than $800 billion and control 70 percent of the total net worth of U.S. households—nearly $7 trillion.

These consumers are more interested in purchasing experiences, such as travel and recreation, than things.

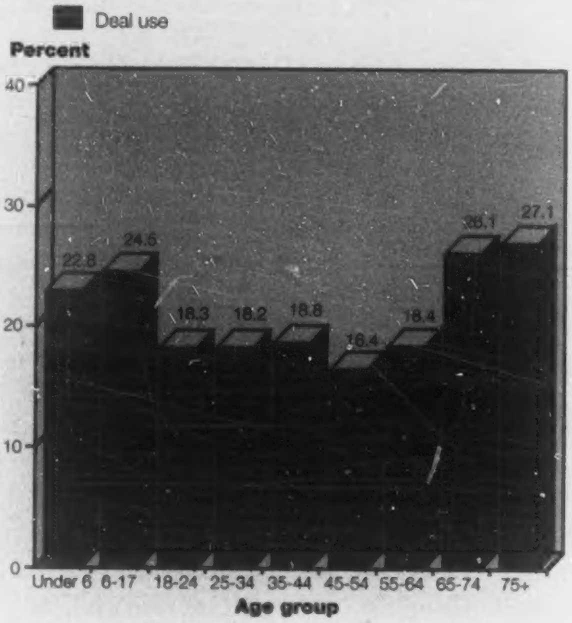
Source: ***Age Wave*** **by Ken Dychtwald, Ph.D., and Joe Flower, 1989**

Rapid growth in '90s

According to the U.S. Bureau of the Census, the population of individuals 55 years old and older has grown by 11 percent between 1980 and 1989—virtually equal to the 10 percent increase for individuals under 55 years of age. Moreover, the 75-year-old and older age group has shown the greatest gain in the mature population segment, increasing 28 percent during the past nine years. By comparison, the 65 to 74-year-old population grew by 16 percent, and the segment of individuals between the ages of 55 and 64 did not show any increase. According to the Census Bureau population projections, this general trend is expected to continue into the early 1990s.

By 1996, when the leading edge of the baby boomers will be more than 50 years old, the 55-years-old and older group is expected to consist of 56 million individuals—up 6 percent from 1989. By comparison, the population segment of individuals less than 55 years of age will grow by only 5 percent over the next seven years. This is just the beginning of the maturing of America. Between now and the year 2020, the 55-and-over age group will grow from 53 million to 93 million—an increase of 77 percent.

The highest proportional use of promotions occurs among patrons age 65 and older



Source: National Restaurant Association CREST study

Midscale restaurants popular

Midscale restaurants are more popular with older consumers than with the population in general. According to a National Restaurant Association CREST* study, in 1988 midscale restaurants captured less than 25 percent of total industry traffic. By comparison, 36 percent of eater occasions** for 55 to 64-year-olds occurred at midscale restaurants. Among consumers 75 years old and older, almost half (46 percent) of their total eater occasions were in midscale restaurants.

The likelihood of patronizing quickservice restaurants is much lower for seniors than for other groups. At nearly the identical rate that midscale restaurant popularity increased among mature consumers, quickservice establishment popularity decreased. In 1988 more than one-half (53 percent) of all eater oc-

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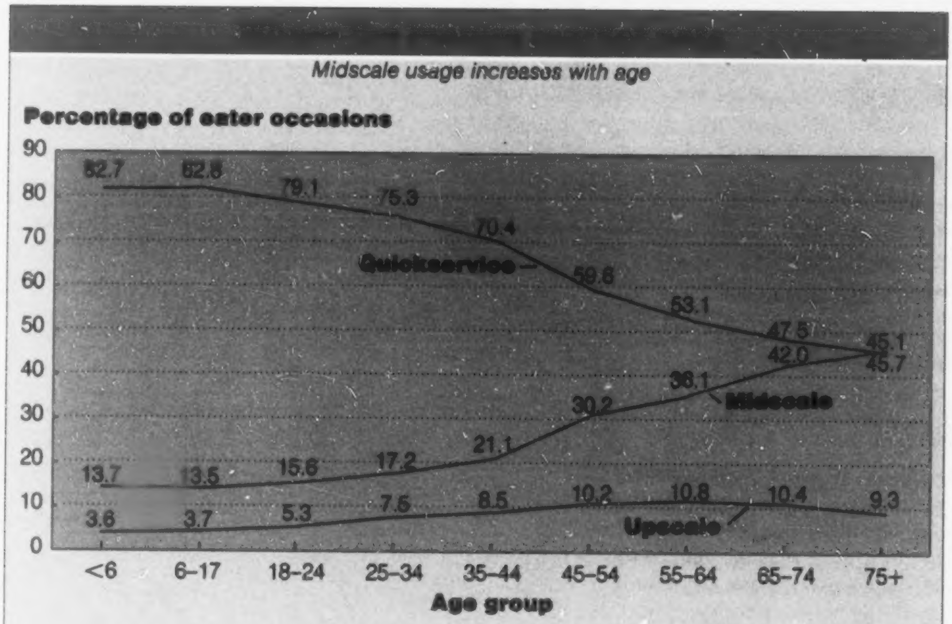
**CREST stands for Consumer Reports on Eating Share Trends, a diary survey conducted by one of the NPD marketing and research companies.*

***An eater occasion is one meal eaten by one person.*


Midscale usage increases with age

Source: National Restaurant Association CREST study

casions for patrons between the ages of 55 and 64 was in quickservice establishments—a great deal less than with consumers younger than 55 (71 percent).

A recent National Restaurant Association study, *Dinner Decision Making,* revealed that customers older than 60 tend to dine at self-service cafeteria/buffets more than at a sit-down or fast food restaurants. In contrast, individuals between the ages of 50 and 59 tend to patronize sit-down restaurants with a check size of more than $10.

Food preferences of mature patrons

According to a recent CREST study, certain dishes are definitely more popular with mature patrons than they are with younger consumers. Among them are:

☐ beef entrees
☐ nonfried fish and poultry items
☐ salads
☐ nonfried potatoes
☐ vegetables
☐ soups and
☐ nonfrozen desserts.

Foods relatively less popular with seniors are:

☐ hamburgers
☐ pizza
☐ french fries and
☐ Mexican food.

However, a 1989 CREST study indicates that mature patrons today are eating more pizza, hamburgers and french fries than their cohorts in the past, indicating that the learned eating behavior of younger consumers might be carrying over into the golden years.

According to a new National Restaurant Association study, *The Market for Ethnic Foods,* several ethnic foods are popular with consumers 55 years old and older. More than six out of 10 mature patrons have tried Chinese and Italian cuisines and more than half have tried Mexican food. One out of four consumers age 55 and older indicated liking hot and spicy dishes.

On-premises versus off-premises traffic

Mature customers are less likely to enjoy their meal off premises than are their younger counterparts. In 1988 off-premises traffic

Aging states

In 10 states, the 65-year-old and older population increased by 25 percent or more between 1980 and 1987. According to the Association of Retired Persons, the increases were as follows: Alaska (63 percent), Hawaii (43 percent), Arizona (40 percent), New Mexico (29 percent), South Carolina (28 percent), Florida (27 percent), Delaware and Utah (26 percent), and North Carolina (25 percent).

Lifestages of the mature population

A new study by J. Walter Thompson on lifestages investigates consumer behavior. The study concludes that mature individuals are surprisingly well-off, both financially and emotionally.

The study categorizes the mature market into two primary lifestages—"empty nesters" and "left-alone singles."

Empty nesters are couples whose children no longer live at home. They are on average 62 years old and are 32 million strong—a 19 percent share of the adult population, which ranks second in size among the nine various lifestages.

By 1995, empty nesters will account for four in five couples in the United States (36 million).

Finished with making sacrifices of time and money for their children and having a large proportion of the nation's income, empty nesters will be the big-ticket leisure market of the future.

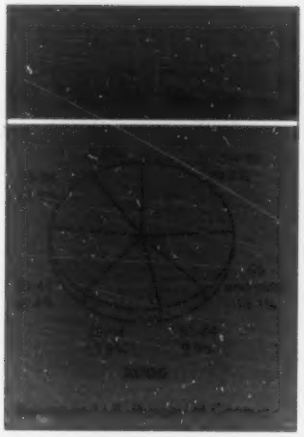
Left-alone singles are seniors who have lost their spouses or are separated or divorced. They are 70 years old on average and account for a 7 percent share of all adults (12 million).

Left-alone singles are the fastest-growing singles segment, expanding by three million by 1995.

Predominantly women (77 percent), left-alone singles have a disproportionate number of financial investments and modest living expenses, leaving them quite well off financially.

Left-alone singles are the most diet-conscious and health-conscious of all lifestage segments.

Source: J. Walter Thompson, *Lifestages,* June 1989



was 46 percent for the overall industry, which is more than double the 22 percent for persons older than 65. For individuals 55 to 64 years old, 30 percent of their meals were off premises.

Nonetheless, the popularity of off-premises dining is growing among patrons 55 years old and older. Although off-premises traffic advanced 35 percent for the restaurant industry between 1882 and 1988, off-premises traffic for 55 to 64-year-olds increased a somewhat lower but still impressive 30 percent. Off-premises traffic for consumers older than 65 increased 32 percent over the same time period.

High use of promotions

Promotional usage was most prevalent among patrons older than 65, perhaps reflecting their dependence on fixed incomes after retirement and their having more time to shop for food deals. In 1988 the percentage of eater occasions involving a promotion was 27 percent for patrons older than 75; 26 percent for the 65-to-74 age group; and 18 percent for 55 to 64-year-olds—compared to 20 percent for the total industry. Customers 55 years of age and older represented 24 percent of all eater occasions in 1988 involving a promotion, but that segment accounted for 21 percent of all industry traffic.

Weekday occasions tops with seniors

Overall, restaurants are used most heavily on weekends; but as consumers reach retirement years, they tend to visit restaurants increasingly on weekdays. Almost two-thirds (63 percent) of all restaurant traffic by individuals older than 65 occurred on weekdays, compared to 56 percent of overall industry traffic.

Mature patrons also differ from younger adults by when they like to eat out. Lunch becomes the primary restaurant occasion as consumers get older. In 1988, 47 percent of all eater occasions took place at lunch for consumers 75 years old and older, and 42 percent for those between the ages of 65 and 74, compared to 36 percent for the overall industry. Breakfast, too, accounts for a greater portion of restaurant visits for consumers between the ages of 55 and 74—17 percent versus 12 percent for the overall industry. Consumers 75 years old and older, however, show no variance from the industry norm for breakfast frequency.

Dinner, in contrast, is less popular among mature patrons. Overall, dinner eater occasions composed 41 percent of total industry traffic, but only 36 percent of traffic for the 55-year-old and older segments. Evening snacks, especially on weekends, were also less popular with mature patrons than with overall restaurant patrons.

—Elizabeth Gordon

Full-menu restaurant expenses climb

Although total sales at full-menu establishments advanced in 1988, restaurant profits were held down by escalating expenses, including payroll, benefits and occupation costs. This special analysis focuses on establishments that participated in the National Restaurant Association Industry Operations Survey and reported operating data for two consecutive years.

According to a special analysis of the 1989 National Restaurant Association Industry Operations data, total median per-seat sales for full-menu tableservice restaurants increased 4 percent in 1988, but occupation costs and controllable expenses advanced by a higher 8 percent. The bottom-line result was no increase in restaurant profit per seat. For full-menu-tableservice respondent establishments,

[illegible]

Total sales advanced 4 percent

	Percent change*
Total sales	4%
Total cost of sales	3
Total income	6
Total controllable expenses	8
• Payroll	8
• Employee benefits	26
• Direct operating expenses	3
• Music and entertainment	No change
• Advertising and promotion	−6
• Utilities	4
• Administrative and general	7
• Repairs and maintenance	12
Total occupation costs	8
Restaurant profit	No change

**All percent change figures are based upon median dollar amounts per seat and are not intended to be representative of or set standards for the industry. Full-menu tableservice respondents providing two years of comparable data—the sample—numbered more than 480.*

Source: National Restaurant Association 1989 Restaurant Industry Operations Survey between 1987 and 1988 restaurant profit as a percent of total sales remained essentially stable at 3 percent, or $135 per seat.

Expenses for benefits jump

In 1988 controllable expenses, which include payroll, benefits, advertising and repair/maintenance costs, captured 51.2 percent of the total full-menu-tableservice sales dollar—up from 50.4 percent in 1987. Higher payroll and benefits expenses were primarily responsible for the increase in total controllable expenses at full-menu establishments between 1987 and 1988.

Costs of employee benefits on a per-seat basis among full-menu-tableservice survey respondents jumped a dramatic 26 percent—from $181 per seat (4.0 percent of sales) in 1987 to $228 (4.6 percent of sales) in 1988. It is likely that these higher benefit costs are largely due to an increase in employer Social Security (FICA) taxes on tips. Payroll expenses also climbed—up 8 percent in 1988 to reach $1,593 per seat. These growing employee payroll expenses may reflect operator efforts to deal with a tighter labor market.

Other notable controllable-expense changes among full-menu tableservice respondents between 1987 and 1988 include:

☐ **A decline in advertising and promotion costs.** Full-menu tableservice respondents indicated that between 1987 and 1988, spending on advertising and promotions declined on a per-seat and ratio-to-total-sales basis. In 1987 median advertising and promotional costs were $100 per seat, but they were trimmed to $94 per seat in 1988—perhaps as a result of the additional cost pressures experienced by operators.

☐ **An increase in repairs and maintenance expenses**. Median expenditures for repairs and maintenance advanced 12 percent at full-menu tableservice establishments between 1987 and 1988. This controllable expense reflects painting, decorating and building-alteration charges that are not considered to be improvements and could represent repositioning of some establishments through design changes in order to stimulate customer traffic.

> ***These growing employee payroll expenses may reflect operator efforts to deal with a tighter labor market.***

Occupation costs up

Occupation costs, which include rent, property taxes and property insurance, continued to advance for full-menu tableservice operators in 1988. Median total occupation costs per seat were $372 in 1988—up almost 8 percent from $345 per seat in 1987. Rent expenses advanced 6 percent during the same time period, but property insurance costs remained stable. Property-tax expenses grew by 3 percent.

—Hudson Riehle

More food dollars go to restaurants

Americans are continuing to increase their spending on food away from home. According to the most recent Bureau of Labor Statistics (BLS) Consumer Expenditure Survey, *in 1987 households spent more than 37 percent of their weekly food budget on food away from home,* compared to 32 percent in 1980.*

The "average American family" has been changing in recent years; so, too, have its spending patterns. According to *Consumer Expenditure Survey* data, the amount spent on food away from home varies by such demographic factors as income, age, marital status and the presence of children.

The importance of age and income

According to special tabulations of the BLS 1987 *Consumer Expenditure Survey,*** households headed by an individual less than 25 years of age and those with an annual income of more than $50,000 allocated the highest portion of their annual food budgets to purchasing food away from home. Both allocated approximately 50 percent or more of their annual food budgets to restaurant meals and snacks.

Across every income level, households headed by an individual less than 25 years of age generally allocated more than half of their food budgets to spending away from home. Similarly, households with an income of $50,000 a year or more surpassed all other income groups in spending on food away from home.

"Empty nesters," households headed by persons 55 years of age or older, whose children have grown and left home, continue to be a strong market for restaurateurs. These households are smaller in size—2.3 persons for a household headed by a person between 55 and 64 in 1987 and 1.8 for households headed by a person between 65 and 74—than the average household, which was composed of 2.6 individuals. But the smaller size does not curtail spending on food away from home. For example, for households with an annual income between $20,000 and $29,999 in 1987, the annual per-capita spending on food away from home increased with age. Households headed by a person between 55 and 64 years old

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**The National Restaurant Association estimates that in 1987 more than 42 percent of the food dollar was spent on food away from home. This proportion is higher than the figure reported by BLS, because it includes all expenditures on meals and snacks away from home, both personal and business. It also includes amounts for food that may be incorporated in airline tickets, hospital bills, school meals, etc.*

***Integrated data from both diary and interview surveys (see sidebar for explanation)*

Annual spending for food away from home in 1987, by age of household head

In general, as household income increased, so did the per-person weekly expenditures and the portion of the weekly food budget allocated to food away from home

	Annual household income							
Age of household head	**Less than $5,000**	**$5,000-$9,999**	**$10,000-$14,999**	**$15,000-$19,999**	**$20,000-$29,999**	**$30,000-$39,999**	**$40,000-$49,999**	**More than $50,000**
Less than 25 years old								
• Percent of annual food budget for food away from home	57%	46%	51%	49%	51%	56%	***	***
• Per-person expenditure for food away from home	$571	$515	$592	$651	$746	$859		
25 to 34 years old								
• Percent of annual food budget for food away from home	34%	27%	39%	44%	44%	46%	50%	51%
• Per-person expenditure for food away from home	$341	$205	$373	$488	$587	$629	$789	$925
35 to 44 years old								
• Percent of annual food budget for food away from home	39%	29%	34%	36%	44%	43%	45%	53%
• Per-person expenditure for food away from home	$298	$250	$312	$407	$547	$585	$683	$1,015
45 to 54 years old								
• Percent of annual food budget for food away from home	32%	28%	32%	37%	38%	41%	43%	52%
• Per-person expenditure for food away from home	$360	$302	$337	$369	$564	$638	$741	$1,095
55 to 64 years old								
• Percent of annual food budget for food away from home	32%	28%	30%	31%	40%	42%	44%	48%
• Per-person expenditure for food away from home	$423	$294	$397	$485	$594	$714	$789	$1,027
65 to 74 years old								
• Percent of annual food budget for food away from home	29%	30%	31%	33%	41%	38%	44%	52%
• Per-person expenditure for food away from home	$327	$402	$449	$472	$756	$578	$968	$1,176
75 years and older								
• Percent of annual food budget for food away from home	11%	24%	30%	32%	33%	37%	***	***
• Per-person expenditure for food away from home	$112	$283	$449	$427	$528	$483		

****insufficient data*

Source: Bureau of Labor Statistics, *Consumer Expenditure Survey, 1987* (Integrated data from diary and interview surveys)

Explanation of data

Since 1980 the BLS has used the *Consumer Expenditure Survey* to track annual consumer expenditures. (Prior to 1980, the survey was conducted every 10 years.) The results reported here are from both the 1987 diary survey, which includes data on age, income, household size and household composition, and a new integrated report, covering both interview and diary surveys.

The diaries, kept by more than 5,000 households for two consecutive one-week periods, are used to collect information about expenditures for food, beverages, tobacco and personal-care products. (Expenditures incurred while traveling away from home are not included.) Data are reported as weekly expenditures.

The interview survey is designed to record major expenditures—which respondents are expected to remember for more than three months—such as cars, furniture, appliances, insurance premiums, housing costs; these are reported as annual expenditures.

To make the data more representative of total spending in such areas as food away from home, BLS has begun providing integrated data for expenditures by age of household head and income (cross-tabs). Since the data include portions from the interview survey as well as the diary survey, the annual expenditure on food away from home includes expenditures incurred while traveling, making up for the amount not included in the diary portion of the *Consumer Expenditure Survey* alone.

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Households with children spent less per-person on food away from home than did households without children

Household composition	**Average amount spent weekly on food away from home**	**Percent of weekly food budget**	**Weekly per-person expenditure**
Total households	$23.60	37%	$9.08
Total husband and wife families	28.18	36	8.81
☐ Husband and wife only	24.83	39	12.41
☐ Oldest child under 6 years old	22.17	32	6.33
☐ Oldest child 6 to 17 years old	32.82	36	7.81
☐ Oldest child 18 years old or over	35.22	35	9.03
☐ Other husband and wife families	26.90	29	5.38
Single parent with child(ren) 18 years old or younger	16.52	32	5.70
Single person and other households	17.71	42	11.81

Source: Bureau of Labor Statistics, *Consumer Expenditure Survey, 1987* (data from diary surveys)

spent $594 per year, while households headed by a person between 65 and 74 spent $756.

In fact, empty nesters in the highest income group ($50,000+)—17 percent of all households headed by an individual 55 to 64 years old and 5 percent of all households headed by an individual between 65 and 74—were two of the three biggest per-capita spenders on food away from home in 1987, spending $1,027 and $1,176 per year, respectively.

The role of household composition

In 1987 the average American household allocated 37 percent of its weekly food budget—$9.08 per person—to food away from home, according to the *Consumer Expenditure Survey.**** Single persons living alone and other nonmarried households, such as roommates with no dependents, allocated 42 percent of their weekly food budget, or $11.81 per person, to food away from home—the largest portion of any household type. Households consisting of a husband and wife with no dependent children spent 39 percent of their weekly food budget, or $12.41 each, on food away from home.

The amount spent on food away from home varies by such demographic factors as income, age, marital status and the presence of children.

According to the *Consumer Expenditure Survey,* when children, regardless of their age, are part of a household, spending on food away from home is lower. In 1987 households with a husband and wife where the oldest child was under 6 years old spent 32 percent of their weekly food budget—or $6.33 per person—on food away from home. Households headed by a married couple where the oldest child was between 6 and 17 allocated 36 percent of their weekly food budget to food away from home (spending $7.81 per person), and married couples whose oldest dependent child was 18 or older spent 35 percent of their weekly food budget—or $9.03 per person—on food away from home.

Single-parent households spent the least money on food away from home of any household type—$16.52 a week—which was more than $7 less than the average household. Single parents allocated 32 percent of their weekly food budget to food away from home, the same percentage as married parents with children under 6. On a per-capita basis, however, single parents spent a lesser $5.70 per week—the second-lowest amount of any household type.

How other demographics affect spending

In addition to household composition, other demographic variables also have an effect on spending on food away from home. Other highlights from 1987 *Consumer Expenditure Survey* findings include:

Age:

☐ Households headed by a person 25 years old or younger spent the highest portion—about half—of their weekly food budget on food away from home, as well as the most per capita—$9.97 per week.

☐ Households headed by an individual 75 years old or older spent the least on food away from home. These households allocated 26 percent of their weekly food budget and spent an average of $6.26 per person per week.

☐ Households headed by an individual between 35 and 44 years old spent the most each week on food away from home—$32.02.

Income:

☐ In general, as household income increased, so did the per-person weekly expenditure and portion of the weekly food budget allocated to food away from home.

☐ Households with an annual income of more than $50,000 spent an average of $49.29 per week on food away from home—more than $25 above the average American household, which spent $23.60 per week. Spending on food away from home accounted for 46 percent of these households' weekly food budget, and totaled $15.40 per person.

****Data from diary survey (see sidebar for explanation)*

□ Households with an annual income between $5,000 and $9,999 spent the least on food away from home. These households allocated 25 percent of their weekly food budget, spending on the average $9.30 per week or $4.89 per person per week.

Household size:

□ Although the amount of money spent per week on food away from home increased with household size, the amount spent per person decreased with size, as did the proportion of the weekly food budget.

□ Single-person households allocated the highest percentage of their weekly food budget to food away from home—46 percent. Households with six or more people allocated the smallest percentage—29 percent.

□ Single-person households spent the most per person on food away from home during an average week—$15.70, while households of 6 or more people spent $4.16 per person per week.

—Nancy Michalski

Customers order more bakery items

Bread item orders in restaurants were up 3 percent during the first half of this year, compared to the same time period in 1988. In 1988 breads and sweet rolls were ordered on 15 percent of restaurant eater occasions. Here are some 1988 highlights for each type of baked goods.

Focus on all breads except buns and rolls used for sandwiches and other menu items:

□ Breads are most often ordered at dinner. According to a recent National Restaurant Association CREST study, 44 percent of all bread orders in 1988 were at dinner, 30 percent were at breakfast, 24 percent were at lunch and the remainder were as a snack.

□ More bread orders occurred on the weekend than during the week.

□ Women showed a slight preference for most breads, especially croissants, bagels and muffins.

□ Breads were a great deal more popular with patrons older than 35, who accounted for more than two-thirds of all bread orders.

□ Almost three-quarters (74 percent) of all breads served by restaurants were eaten inside the eating place. Sliced toast, English muffins, dinner rolls and other breads were most likely to be eaten inside the restaurant, while croissants and bagels were the least likely to be eaten on-premises.

Focus on bagels:

□ More than one-fifth of all bagel-eater occasions took place at work.

□ Bagels were consumed more often than any other bakery item by consumers with a high income—39 percent of all bagel orders were by patrons with an annual household income of $40,000 and above.

□ Although promotions were used on 20 percent of all bakery-eater occasions, deal usage for bagels was only 8 percent of all bagel eater occasions.

Focus on sweet rolls, donuts, cinnamon rolls and buns, danish rolls, etc.:

□ The most favored meal for sweet rolls is breakfast. In 1988, 55 percent of orders were at breakfast, 20 percent were as a morning snack, 8 percent were at lunch and the remainder were at dinner or as afternoon and evening snacks.

□ Sweet rolls were ordered most often on the weekend, especially donuts.

□ Both males and females enjoy sweet rolls.

□ Sweet rolls were most popular with people between the ages of 25 and 50.

Focus on donuts:

□ Donuts were the least popular bakery item with consumers older than 50.

□ Households with children 12 years old and younger represented 29 percent of all donut eater occasions.

□ More donuts were eaten in the car than any other bakery item—15 percent of all donut eater occasions, compared to 4 percent of total bakery items.

—Elizabeth Gordon

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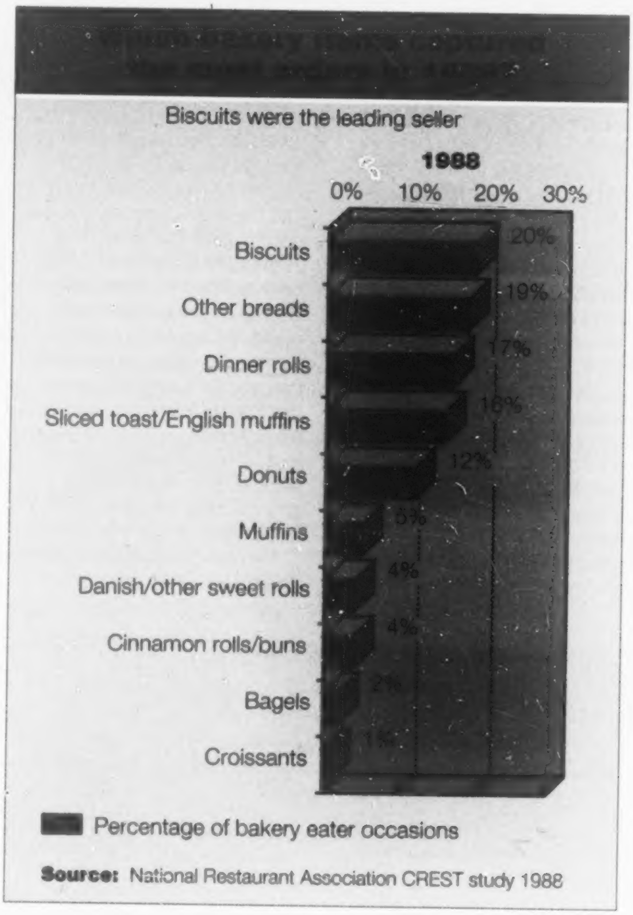
Biscuits were the leading seller



Source: National Restaurant Association CREST study 1988

Foodservice Market Measure–Aug. 1989

Reversing a strong showing in July, the Foodservice Market Measure reached its lowest level since March, marking a disappointing end to the summer season. Foodservice patronage was down by 6 percentage points in August 1989, with 43 percent of adults reporting they were patrons on a typical day. Nevertheless, the Market Measure was only slightly below the level it reported in August 1988. Especially hard hit this August were lunch and dinner, both of which had experienced their highest levels of patronage in July 1989 since the Market Measure was launched in June 1988.

The primary reasons for the decrease in patronage was a significant decline in the proportion of adults who were on-premises patrons. Twenty-four percent of adults reported they had eaten at a restaurant on a typical day in August—the lowest level in the 15 months that the Market Measure has been tracking behavior. In contrast, 33 percent were on-premises patrons on a typical day in July and 29 percent were on-premises patrons in June. Last August more than 29 percent of adults were on-premises patrons.

All on-premises meals were affected by the downturn, but the most dramatic decline occurred at dinner—just 10 percent of adults reported they had been on-premises patrons on a typical day, down from 17 percent in July and 13 percent in June. Furthermore, a slightly larger proportion of adults—11 percent—reported they had purchased dinner for carryout or home delivery—the first time the proportion of off-premises patrons exceeded that of on-premises patrons since the Market Measure began tracking customer behavior.

Overall off-premises patronage involved 21 percent of adults, similar to the figure in June 1989 and slightly above the 18 percent recorded in August.

Because there was such a marked decline in August patronage, it is possible to identify several significant month-to-month changes:

☐ Foodservice patronage by men dropped from 56 percent in July to 46 percent in August.

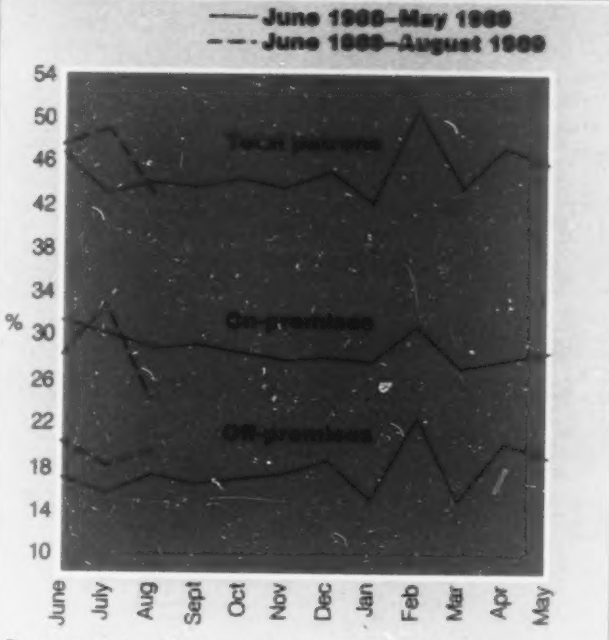
☐ There was a significant decline in patronage by customers whose annual incomes were less than $40,000 (although patronage for consumers with incomes of $40,000-plus remained steady).

☐ Patronage by consumers 50 years old and older declined from 40 percent in July to 28 percent in August.

A regional analysis shows that three out of four regions posted declines in patronage, but the only significant decline occurred in the East, where the proportion of adults who reported being foodservice patrons was 38 percent on a typical August day, down from 52 percent in July.

—Susan Mills

Percent of adults who were foodservice patrons on a typical day



Source: National Restaurant Association Gallup Survey

On-premises patronage on a typical day

Meal period	August 1988	June 1989	July 1989	August 1989
Breakfast	5%	3%	4%	2%
Lunch	15	14	15	12
Dinner	12	13	17	10
Snack	2	1	2	1
Total	**29%**	**29%**	**33%**	**24%**

Source: National Restaurant Association Gallup Survey

Percent of adults who were foodservice patrons on a typical day

Meal period	August 1988	June 1989	July 1989	August 1989
Breakfast	6%	4%	6%	3%
Lunch	22	20	23	19
Dinner	20	23	25	21
Snack	4	3	4	3
Total	**44%**	**47%**	**49%**	**43%**

Source: National Restaurant Association Gallup Survey

Foodservice Market Measure

The Foodservice Market Measure is based on 1,000 telephone interviews, conducted by the Gallup Organization each month, with a nationally representative sample of adults age 18 and older. Each person is asked the same questions:

1. Which of the following did you do yesterday?

☐ Ate on the premises of a restaurant, fast food place, cafeteria or any other place where you purchased a meal or snack,

☐ Purchased takeout food "to go" or had it delivered.

2. Was the food you ate on premises yesterday for breakfast, lunch, dinner or a snack?

3. Was the takeout food you purchased or had delivered for breakfast, lunch, dinner or a snack?

The monthly tracking of purchases is supplemented by quarterly inquiries on topics of industry interest.

MAKING A NAME WITH GAME

Now that game is more available and milder tasting, it is appearing on menus across the country.

[illegible]

Location: Stowe, VT
Association members: Libby and Dave Helprin, Jack Pickett, Bob Howd
Operation: Ten Acres Lodge
Profile: Fine-dining restaurant in lodge
In business: 12 years
Seats: 50
Meals served: Breakfast, dinner

Ten Acres Lodge offers meals and accommodations to skiers and summer tourists. Business is consistently good, but "appetites are definitely bigger in winter," owner **Libby Helprin** has noticed. She has also observed that her customers are drinking less hard liquor and more wine; wine now makes up 75 percent of beverage orders.

Located in a quiet, pastoral setting, one-half mile from the busy road that leads from the village to the ski area, the lodge includes an 1840s farmhouse that has been added to over the years, two cottages, gardens, a pool and tennis courts. The main house has a homey look, thanks in part to family antiques brought from the home of the owners.

The food reflects the creativity of chef Jack Pickett. One night's menu may list a venison steak prepared with black plums and port wine, or rabbit and duck sausage with peach mustard.

[illegible]

Location: Philadelphia, PA
Association members: Leslie Smith, Jeannine Mermet
Operation: La Truffe
Profile: Fine-dining restaurant
In business: 18 years
Seats: 80
Meals served: Lunch, dinner

Located in the Society Hill section of Philadelphia, La Truffe is a cozy, romantic restaurant. The restaurant's French chef regularly includes game on the *prix-fixe* menu. A saddle of venison may be roasted in one piece and served like a chateaubriand, or sliced individually and served with a stock/wine sauce and juniper berries. Breast of pheasant is sliced off the bone and served with wild mushrooms and a light cream sauce. Squab and buffalo also appear on the menu from time to time. The game dishes are popular, owner **Leslie Smith** says, because people are becoming more health conscious.

[illegible]

Location: Baltimore, MD
Association members: Dominique D'Ermo, Herbert Erzrin, Henry Prati
Operation: Dominique's
Profile: Fine-dining restaurant
In business: 1 year
Seats: 325
Meals served: Dinner, lunch—only during the week

Although it's a relative newcomer to Baltimore's waterfront, Dominique's has already developed a regular clientele of native Baltimore citizens. These, in addition to conventioneers and tourists, have made the restaurant's first year a good one.

Two dining rooms on two floors contain pieces rescued from old Baltimore buildings. There is a chandelier from an old theater and large oak doors from a convent. The restaurant offers valet parking.

The menu is French and continental, with game dishes always a feature. Besides the popular roast quail served with a honey-vinegar sauce, favorite dishes are the alligator and rattlesnake salads. Both are mild-tasting meats, reports director of public relations **Claire Larson.**

[illegible]

Location: Kohler, WI
Association member: Aina Suthard
Operation: River Wildlife Lodge
Profile: Private club at resort
In business: 12 years
Seats: 270
Meals served: Lunch, dinner

River Wildlife is a private club in a wooded 800-acre preserve owned by the Kohler Company, maker of plumbing fixtures. Hunters, fishing enthusiasts, hikers and lovers of nature can lunch at the rustic lodge or dine there on Friday or Saturday nights. Thursday and Sunday nights are reserved for private parties, mostly given by corporations. Guests at the American Club, a hotel on the grounds, are entitled to guest privileges at the lodge, if they pay a daily membership fee.

Located in a bend in the Sheboygan River, three hours from Chicago, the lodge looks like a rambling log cabin. Its main floor contains a reception area, game tables, sofas for relaxing in front of a big fieldstone fireplace, a small dining room and a porch. The upstairs lofts contain the main dining area.

The menu is advertised as "countrified gourmet heartland cooking," with game from Wisconsin farms a regular feature. A pheasant breast stuffed with Wisconsin brie and Door County dried cherries, breaded with hazelnuts and served with a light wine sauce, is a summer favorite. In the fall, tastes run to venison stroganoff with wild mushrooms.

Manager **Aina Suthard** says sales in the first half of this year increased by 11 percent over last year.

5 EAST SOUTH CENTRAL

Location: Nashville, TN
Association members:
Pieter Hoonderd
Manfred Moritz
Operation: Old Hickory
Profile: Hotel restaurant
In business: 212 years
Seats: 160
Meal served: Dinner

Conventions held year round and a surge of tourism in the summer make for good business at the Opryland Hotel and its fine-dining restaurant, Old Hickory. Nashville is known as the home of the country-music industry, but it's also home to a Nissan plant, religious-book publishing companies and Vanderbilt University and its medical center, as well as the Opryland theme park next door to the hotel.

Named for Andrew Jackson, the restaurant is decorated in the style of his nearby home, The Hermitage. Queen Anne chairs, an antique desk, Hermitage-replica wallpaper and portraits of the former President set the scene.

Seafood, veal, lamb and beef are constant menu items, with game dishes featured about once a week, beginning in the fall. Elk or buffalo filets with a wild mushroom sauce, quail stuffed with force meat, and vension served with a cherry or orange sauce are some of the specialties. Restaurant manager **Pieter Hoonderd** says that now that game is more available his restaurant serves it more often.

6 WEST NORTH CENTRAL

Location: Minneapolis, MN
Association members:
Bill and Kathy Kozlak
Operation: Jax Cafe
Profile: Fine-dining restaurant
In business: 56 years
Seats: 300
Meals served: Lunch, dinner, Sunday brunch

Jax Cafe is a Minneapolis institution, catering to all ages. When it was founded in the 1930s, it was part of a Polish community center; it accommodated 40 people and served a 9-oz. steak for 65 cents. Today it occupies the whole building, seats 300 and serves the same steak for $13.95.

"We've been here so long we're beyond the point of growing—you can't grow forever," says owner **Bill Kozlak.** "But our business is good and consistent."

Once a year, Jax offers a game dinner that features a variety of game prepared by chef Rick Enrico. The meal begins at the hors d'oeuvre buffet, where guests can choose among red-deer pie with marsala sauce, sliced leg of wild boar, rumaki made with smoked wild-boar bacon, sliced duck breast and jalapeno pepper, sliced saddle of antelope, trout and various terrines. At other times of the year, Jax will prepare game dinners for hunters who bring in their quarry.

7 WEST SOUTH CENTRAL

Location: Dallas, TX
Association members:
John Dayton, Stephan Pyles
Operation: Routh Street Cafe
Profile: Upscale restaurant
In business: 5 years
Seats: 70
Meal served: Dinner

The innovative Routh Street Cafe always has game on its menu. Chef/owner **Stephan Pyles** believes that if people eat beef in summer, then why not game—which is lower in calories, fat and cholesterol. Antelope and venison from the Texas Wild Game Cooperative are available all year round. But Pyles offers wild boar only in the winter, when he roasts or grills it and serves it with an apricot-bourbon sauce. Pheasant is another popular game dish at the cafe. Pyles blends stock with caramelized seasonal fruit to sauce smoked pheasant.

Business is always good, says Pyles, although it may experience a temporary slump when Dallas temperatures soar.

8 MOUNTAIN

Location: Dillon, CO
Association members:
Ann Peyton, Robert Miller, Douglas Pierce, Charles Taylor, Randy May
Operation: Green Room; Keystone Ranch
Profile: Two fine-dining restaurants in resort complex
In business: 17 years; 10 years
Seats: 104; 92
Meals served: Breakfast, dinner; lunch only in summer

The Keystone Lodge attracts families, business people and conventioneers to its location in the Rockies—76 miles west of Denver. During the top seasons of winter and summer, as many as 2,000 people stay at the resort. Twenty foodservice operations are part of the complex; the fine-dining Green Room and Keystone Ranch are two of the most popular.

The Green Room, overlooking a lake and the Continental Divide, has a garden-like atmosphere. The Keystone Ranch, on the other hand, is a restored ranch homestead that attracts diners with food appropriate to the Colorado wilderness. Game is one of the top sellers at both restaurants. The ranch serves such dishes as elk and venison medallions with red-currant and peppercorn sauces. At the Green Room, the elk medallions are flambeed at the table.

9 PACIFIC

Location: Portland, OR
Association members:
Jan Nemeth, Patrick McLaughlin
Operation: Esplanade
Profile: Fine-dining restaurant in hotel
In business: 4 years
Seats: 90
Meals served: Breakfast, lunch, dinner

Esplanade takes advantage of the Northwest's plethora of foods—from seafood to fruits and vegetables to wines, but new executive chef Patrick McLaughlin plans to add game to the menu for the fall and winter. A green-peppercorn sauce and a blackberry Cumberland sauce may grace a roasted breast of pheasant that has first been floured and seared to help retain its moisture. Or McLaughlin may serve the venison in a more classical way, with a sauce made from red wine, red-currant jelly and juniper berries.

Esplanade is located on the main floor of the RiverPlace Alexis Hotel in downtown Portland.

Something to crow about

Zehnder's of Frankenmuth restaurant in Frankenmuth, Michigan, came up with the perfect way to crow about its state spirit—by sponsoring a rooster-crowing contest at the Michigan State Fair held in August. Executive vice president Al Zehnder reasoned that the contest was appropriate, considering that 75 percent of the operation's sales can be attributed to chicken dinners.

The contest attracted 30 roosters from barnyards throughout the state. They crowed their hearts out during 10-minute heats in an effort to win first prize for their owners—a weekend at Zehnder's Bavarian Haus Motel. The right to claim the championship title came down to a "crow-off" between two roosters; each crowed 18 times in the 10-minute time allotment. Hippity from Lake Orion crowed four times to defeat Elvis of Pinckney, during the final five-minute heat.

No word yet on whether Hippity will be joining his owner for her weekend getaway at Zehnder's.

—Anthony M. Franco, Inc.

A different kind of bug problem

This past spring Counsellors Row Restaurant and Lounge had a "bug" problem that called for more than an exterminator. While cleaning a booth one day, a busboy discovered a tiny video camera that the FBI had planted in the restaurant—a popular meeting place for Chicago lawyers, government officials and politicians—as part of an investigation of alleged corruption in one of the city's wards. The FBI was forced to remove the surveillance equipment, which included phone taps.

The incident attracted curious crowds interested in viewing Table One, where the taping took place. The restaurant got into the spirit by featuring a special hamburger—"The Lawbreaker."

—The Washington Times and *USA Today*

Death and taxes—and dinner

Politics can be a risky business. Just ask state senate candidate Manville Powell—the unfortunate murder victim in the drama *Death and Taxes*, which is played out nightly at Cavanaugh's restaurant in Philadelphia. David Goldstein, Mystery Cafe's creator, figured that putting murder on the menu would be a sure way to get the audience involved in the show. In this innovative form of dinner-theater, the audience gets to participate in the action, helping to unmask the murderer at a campaign dinner. Actors play the candidate, his wife, his mother, several suspicious staff members and a police detective. The waiters are actors, too, and the entire dining room is the stage.

Death and Taxes has also played in Boston; Dallas; and Shrewsbury, Massachusetts; and Goldberg would like to bring the show to Tampa, Sacramento, Baltimore and Washington DC.

—The Philadelphia Inquirer

Shopping for data

That candy bar you buy today could determine what junk mail you get next week. That example may seem a bit far-fetched, but sophisticated "discount-for-data" programs are starting to gain attention in the marketing world. It works like this. Consumers join frequent-shopper programs in their neighborhood markets that allow them to save on their grocery bills.

These programs are intended to foster loyalty among customers, but they also serve another purpose. Members agree to let the supermarket computers compile information about their buying habits—an easy enough task considering the sophisticated electronic scanners that record every purchase. This information is then sold to manufacturers who are eager to find target markets. For example, a manufacturer of baby food could find a target audience by getting a list of shoppers who bought diapers.

Frequent-shopper programs are increasing in number; and large manufacturers, such as Procter & Gamble, Campbell's Soups, Del Monte and General Foods, are participating in the data-accumulation/marketing projects with grocery stores across the country.

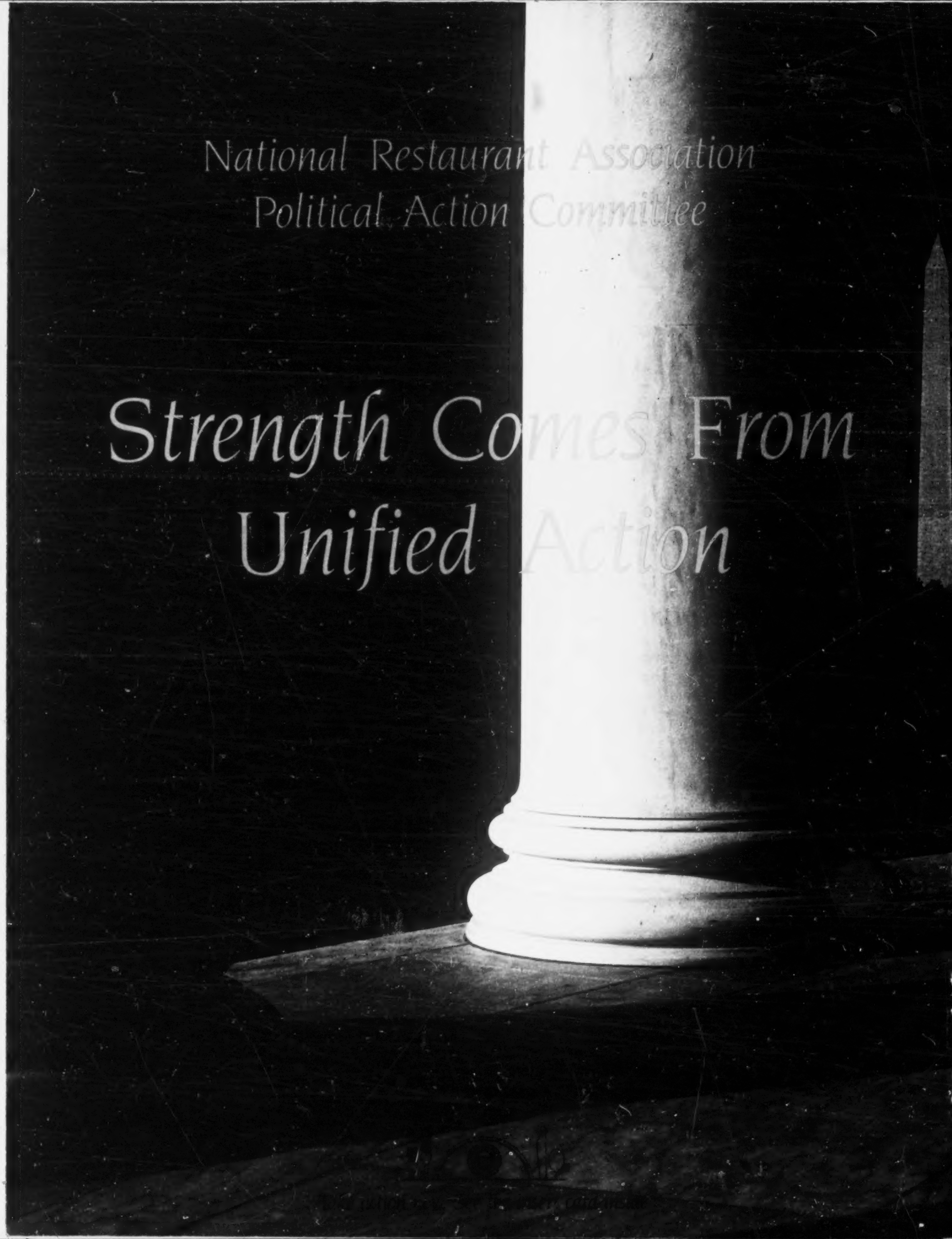
—Wall Street Journal

It's all in the family

An increasing number of studies are indicating that companies will have to address their employees' family needs if they are going to keep them on board. A study by Robert Half International, a recruiting company headquartered in San Francisco, found that nearly eight out of 10 men and women would sacrifice rapid career advancement in order to spend more time with their families.

The survey asked 1,000 U.S. workers to choose between two career paths—one that would allow them to spend more free time with their families but would offer slower advancement, and one that would curtail family time but which would allow for rapid advancement. Seventy-four percent of the men and 82 percent of the women opted for the slower "parent track." Two out of three participants indicated that they would be willing to reduce their work hours and salaries for more family time.

—Robert Half International



National Restaurant Association
Political Action Committee

Strength Comes From Unified Action

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